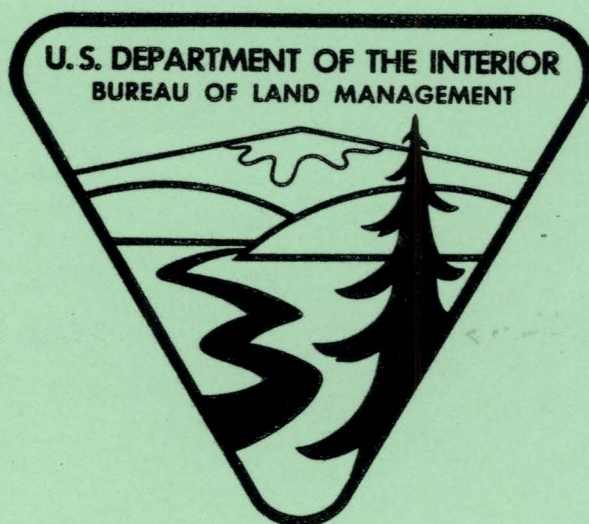




# BLM ALASKA

## ORGANIZING FOR THE FUTURE



## STUDY TEAM RECOMMENDATION

**JUNE 12, 1986**

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How To Use This Document

This document is prepared so that the State Management Team can build the target organization from the bottom up. The way to use and review this document is as follows:

1. Read the Introduction, which sets out the background and the study process, and the summary of recommendations.
2. Page 4 is a diagram of the proposed target organization. Each block consists of a title and page number. The page number refers to the detailed description.
3. The completed organization chart for each division or major office with staffing and function is identified.
4. The Branch or office proposed (identified in the proposed target organization - step 2 above) is then discussed which includes:
  - a. A chart of staffing and functions.
  - b. Major issues and concerns indentified by employee review and comment, and found in the employee response sheets.
  - c. Major alternative considered including the recommended, existing, and other alternatives found in the document Organizing for the Future - Part II (Blue Book), and employee recommendations.
  - d. Evaluation against criteria. The criteria initially identified are generally evaluated using the teams best judgement. A three level comparison using +, 0, and - identify if the alternative is better, worse or neutral with regard to the criteria.
  - e. Rationale for recommended alternative is a brief descriptive discussion of why the recommended alternative was chosen.
5. An approval box is used for the Management Team to make their decision.

## Introduction

This volume contains the Alaska Organization Study Team's recommendation to the State Management Team on the best organizational structure for BLM-Alaska. These recommendations will form the basis of discussion from which a preferred organization will emerge as a management team decision on June 20, 1986.

A brief chronology of the organization study process follows.

February 6	State Management Team approves study concept
February 24 - March 7	Scoping meetings with BLM-Alaska employees
April 15	<u>Part I: Proposed Organizational Models</u> distributed
April 22-23	Joint District Advisory Council briefing
May 7	<u>Part II: Proposed Workload and Staffing</u> distributed
May 12-23	Employee response period. Information and comment meetings at State and District Offices.
June 13	Final team recommendation distributed to managers and employees
June 17	Joint District Advisory Council briefing
June 17	Employee written comments on team recommendations to Management Team representative
June 20	State Management Team decision on preferred organization
July and August(?)	Washington Office review and approval

The study team used the following criteria to evaluate organization alternatives:

1. Reduce tiering and organizational obstacles.
2. Focus management accountability.
3. Establish efficient span of control.
4. Improve public service.
5. Establish career paths and grade structure, necessary to retain a quality work force.
6. Assign resources to geographic areas.
7. Promote efficient use of personnel/funds.

In addition, the study team was guided by the following direction received from the State Director and the headquarters office:

- A public land office will remain in Fairbanks
- Conveyance management will remain a separate division in the Central Office
- Minerals will remain a separate division in Central Office
- Field managers (whether two or three tier) will continue to report directly to State Director

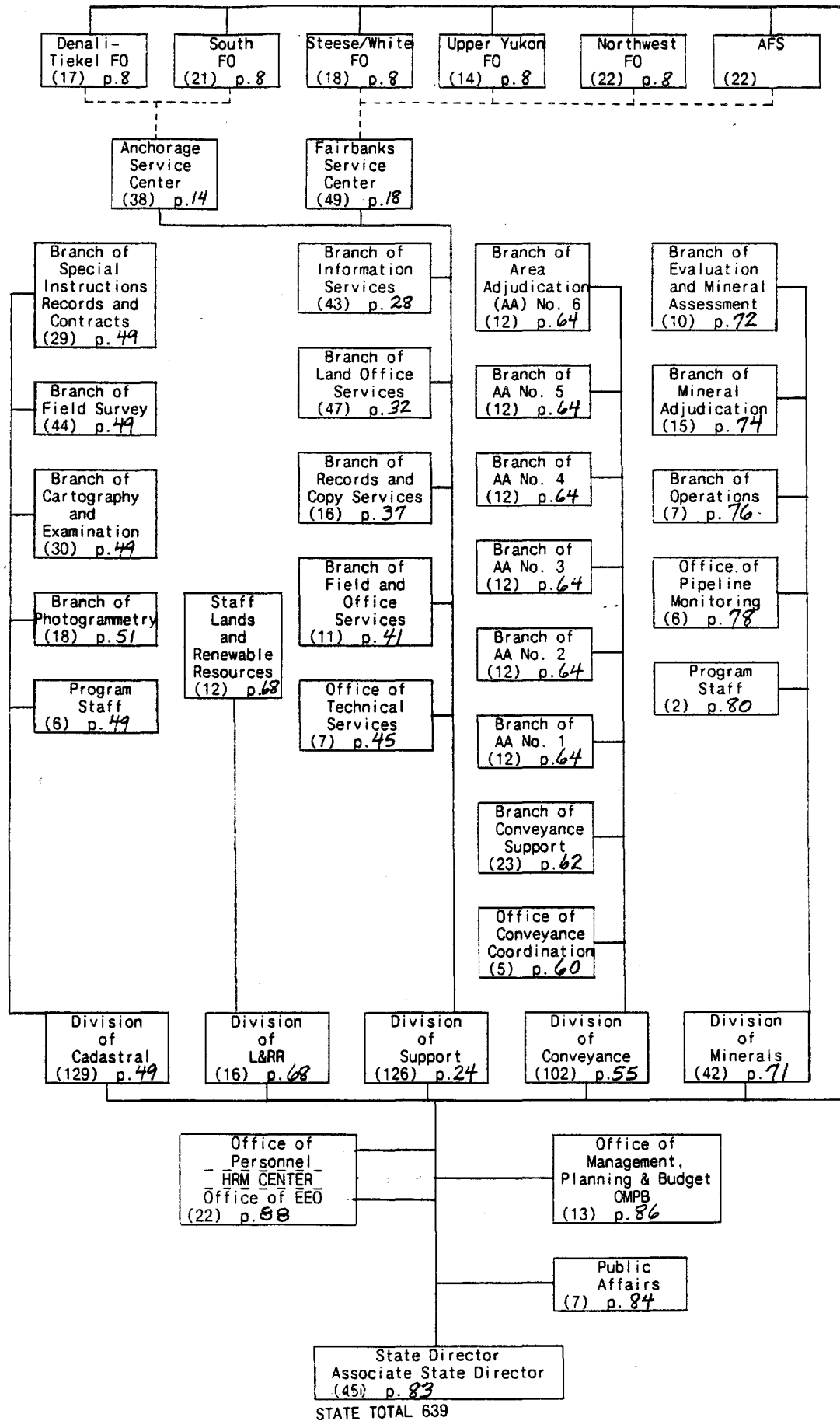
The staffing proposals contained here reflect a 20% reduction in funding by FY'89. Actual staffing will be dependent on the operating budget for FY'89, which is impossible to predict. Any necessary reductions not achievable by attrition would be effected by short-term furloughs for all employees, or as a last resort, by reduction-in-force procedures.

The preferred organization, when approved, is to be implemented over a two-year period, with full implementation by the beginning of FY'89. Some less complex changes are likely to be implemented early in the two-year period; other, more complex changes may require the entire two-year period to implement fully.

A major factor learned during this organization study was that there are many viable options for BLM-Alaska organizational alternatives. The proposed tables of organization provide estimates of numbers and types of staff that help illustrate the workload and functional intents for the recommendation. These staffing estimates have been used to summarize the organizational effect and for cursory grade assessment for managers and supervisors. Since staffing will always be dynamic and the Team's effort only cursory, it is expected to be refined from these estimates.

Another factor inherent in this recommendation are several assumptions which focus on the role of the field. First, that BLM-Alaska develop and maintain a workable and realistic priority setting process which will further aid and assist in the workload and staffing needs. Second, delegations are clearly defined and issues and concerns in role clarification are reduced to an absolute minimum. Third, the budget will be mechanically handled by the State Office. Field units will have minimum input into the mechanics, but have a strong role that identifies need and helps develop budget allocations. Lastly, the role of field units will be strengthened to accomplish activity plans and on-the-ground implementation. Using these assumptions, the team recommendations support the role of the field units to be responsible for on-the-ground implementation.

# RECOMMENDED BLM-ALASKA ORGANIZATION



## SUMMARY OF RECOMMENDATIONS

### Conveyance

- Conveyance adjudication organized under area adjudication concept.
- All conveyance adjudication centralized in Division of Conveyance Management, Central Office.

### Resources

- Two-tier organization established, with field office managers reporting directly to the State Director.
- Five field offices established: three colocated in Fairbanks, one in Anchorage and one in Glennallen.
- Program oversight, technical review and policy/program development focused at Central Office level. Field offices focus on activity planning and resource program/implementation.
- Some very scarce operational skills located in Central Office Division of Resources.
- Greater emphasis on seasonal employees indicated in proposed staffing levels of field offices.
- Mechanics of resource management planning/environmental impact statements shifted to Office of Management, Planning and Budget from field offices.
- All mineral adjudication centralized in Division of Minerals, Central Office.
- Mineral patent exams remain at field level.
- Centralization of all mineral assessment and evaluation functions.
- FLPMA land use adjudication assigned to field units.

### Support

- Field office support primarily located in service centers answering to Deputy State Director for Support.
- Most support functions (from current State Office Divisions of Administration and Operations) located in Division of Support.
- Photogrammetry functions supporting Cadastral Survey located in Division of Cadastral Survey.
- Consolidation of budget mechanics and tracking, and management analysis, in Office of Management, Planning and Budget reporting to the State Director.

- One public room in Anchorage, located in Central Office.
- Human Resource Management Center (personnel/employee relations/EEEO/training/safety) created, reporting to State Director.
- Statewide Title and Land Status function centralized in Division of Support, Central Office.



BLM ALASKA STAFFING SUMMARIES

	FIELD OFFICES				CENTRAL OFFICE		STATEWIDE TOTALS	
	EXISTING ORG. Resource* Management	DM/Admin/ OPS/ADO-Min.	RECOMMENDED Resource Management	Support	EXISTING ORG.	RECOMMENDED**	EXISTING ORG.***	RECOMMENDED
Total Positions	100	168	92	87	502	460	770	639
Supv./Staff	1:4.6	1:3.7	1:6.7	1:6.9	1:5.5	1:7.1	1:5.0	1:7.0

\* Includes Resource Area and Division of Resources (Division of Minerals in ADO not included).

\*\* The recommended Service Center positions are shown in the Field Office, not the Central Office where they report.

\*\*\* AFS Support Staff (i.e., Warehouse) are not included.

S.O. EXISTING ORGANIZATION			CENTRAL OFFICE RECOMMENDATION		
STATE OFFICE	TOTAL POSITIONS	SUPV./STAFF	CENTRAL OFFICE	TOTAL POSITIONS	SUPV./STAFF
State Director's Staff	18	1:3.5	State Director's Staff	45	1:4.5
Cadastral Survey	111	1:6.4	Cadastral Survey	129	1:5.8
Resources	19	1:3.8	Resources	16	1:7.0
Conveyance	138	1:6.3	Conveyance	102	1:8.3
Minerals	31	1:4.2	Minerals	42	1:7.4
Operations	139	1:5.6	Support	126	1:6.0
Administration	46	1:4.8			

Total Summary

502

1:5.5

Total Summary

460

1:7.1

FIELD MANAGEMENT UNIT STAFFING											
		Glennallen	Peninsula	McGrath	Resources	ADM/OPS	Northwest	Arctic	Yukon	Resources	ADM/OPS
Existing Resource Areas	Total Positions	11	12	14	12	82*	12	13	17	9	86
	Supv./Staff	1:10.0	1:3.0	1:6.0	1:5.0	1:3.6	1:3.0	1:3.3	1:4.7	1:8.0	1:3.8
		Denali/Tiekel		South	Support Center		Northwest	Upper Yukon	Steese/White Mt.	Support Center	
Recommended Field Offices	Total Positions	17		21	38		22	14	18	49	
	Supv./Staff	1:7.5		1:6.0	1:8.5		1:6.3	1:6.0	1:8.0	1:6.0	

\* Includes Division of Mineral Resources that will be moved to the Central Office in the Recommended Alternative.

**FIELD OFFICES**

# FIELD OFFICES

Fairbanks Northwest Field Office
1-Field Manager 2-Supervisors 1-Secretary 1-Office/Admin Asst. 2-Wildlife Biologist 1-Geologist 2-Surface Prot. Spec. 3-Natural Res. Spec. 3-Realty Specialists 1-Land Use Adjud. 1-Fisheries Biologist 1-Cultural/Arch. 1-NRS/Anthro.** (20) Seasonal
6 wmm Realty 6 wmm Nat. Res. Spec. 3 wmm Fisheries

Fairbanks Upper Yukon Field Office
1-Field Manager 1-Asst. Field Manager 1-Secretary 1-Office/Admin. Asst. 1-Geologist 1-Surface Protect. Spec. 1-Natural Resource Spec. 1-Cultural/Archeologist* 2-Realty Specialists 1-Land Use Adjud. 1-Recreation Planner 1-Wildlife/Fishery Bio. (13) Seasonal
3 wmm Recreation 6 wmm Nat. Res. Spec.

Fairbanks Steese/White Field Office
1-Field Manager 1-Asst. Field Manager 1-Secretary 1-Office/Admin. Asst. 1-Geologist 1-Wildlife Biologist 2-Surface Prot. Spec. 1-Natural Res. Spec. 2-Realty Specialists 1-Land Use Adjud. 1-Recreation Planner 1-Recreation Main. 1-Public Contact Rep. (15) Seasonal
20 wmm Recreation 3 wmm Rec. Main. 2 SCA's 3 wmm Wildlife

Functions
Clerical Support
Minerals
Geophysical Permits
Coal Surface Mgmt.
Material Sales
Mining Law - Surface Management
Mineral Patent Exams
Mineral-in-Character Exams
Tech. Exams
Validity Exams
Lands
Permits
ROWS
R&PP
Withdrawal Field Exams
Leases
N.A. Field Exams
Land Use Adjudication
Easement ID/Management
Transportation (RS 2477)
FLPMA Sale Prep
Settlement Claims
Slana (Glenallen)
Minchumina (Northwest)
Renewable Resources
Forestry
Range
Wilderness
Recreation
Watershed
Hazardous Material
Endangered Species
Wildlife
Fire Management/Planning
Recreation/Trail Maint.
Subsistence
Cultural Resources
Planning
Input to RMP/EIS
EA's
Activity Plans
Plan Implementation
Unauthorized Use
Resource Inventory

Glennallen Denali-Tiekel Field Office
1-Field Manager 1-Asst. Field Manger 1-Secretary 1-Office/Admin Asst. 1-Wildlife Biologist 1-Geologist 1-Rec. Planner 1-Realty Specialist 1-Facility Main. 1-Nat Resource Spec. 1-Cult./Arch. 1-Land Use Adj. 1-Fisheries Bio. (13) Seasonal
15 wmm Recreation 6 wmm Wildlife 10 wmm Nat. Res. Spec. 9 wmm Realty

Anchorage South Field Office
1-Field Manager 2-Supervisors 1-Secretary 1-Office/Admin. Asst. 1-Wildlife Bio. 1-Land Use Adjud. 5-Realty Spec. 1-Cultural/Archeologist 1-Geologist 1-Recreation Planner 2-Natural Resource Spec. (17) Seasonal
5 wmm Recreation 5 wmm Realty 9 wmm Geologist 12 wmm Nat. Res. Spec. 9 wmm Wildlife Bio.

\*Shared position with Steese/White

\*\*Shared with Upper Yukon and Steese/White

## FIELD OFFICES

### I. MAJOR ISSUES AND CONCERNS:

- Need to clarify roles, eliminate duplications, and focus accountability for policy development and implementation of that policy.
- Need to increase focus of BLM Alaska on the field units and resource management.
- Existing budget process is too complex and diffused.
- Need to improve the Bureau's responsiveness to the public and their accessibility to us.
- Need to reduce budget monitoring and other administrative workloads in the field units enabling them to focus on field activities.
- Need to focus more responsibility and accountability on field managers.
- Need to reduce RMP/EIS planning workload in field units to level that is not disruptive to maintaining adequate and consistent field programs and field presence.
- Need to establish career paths that enable specialists to move up in grade in their fields.
- Need organization that deals with scarce skills.
- Need to develop a consistent on-going program for seasonal hiring in field offices.

### II. ALTERNATIVES CONSIDERED:

- A. Recommended Alternative: Five field offices and no field units (two-tier). Support to field offices located in Service Center.
- B. Existing Organization: Existing organizational structure downsized to deal with budget reductions (three-tier).
- C. Model I (Blue Book): Two field offices with no field units (two-tier).
- D. Model II (Blue Book): Three field offices with no field units (two-tier).
- E. Model III (Blue Book): Six field offices with no field units (two-tier).

- F. Model IV (Blue Book): Two field offices with six field units (three-tier).
- G. Team Discussion Alternative: Two field offices with five field units staffed with 2-5 people. Remainder of staff located functionally in Division of Lands and Minerals, and Division of Renewable Resources answering to the Field Office Manager.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D	E	F	G
Reduce Tiering	+	-	+	+	+	0	0
Management Accountability	+	-	-	-	+	0	-
Span of Control	+	-	+	+	+	0	+
Public Service	+	+	-	0	+	0	+
Career Paths	-	+	+	+	-	0	+
Resources to Geographic Areas	+	0	-	-	+	0	-
Efficient Use of Personnel/Funds	0	0	+	+	0	0	0

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

- A. The recommended alternative provides for a geographical orientation of resource specialists focusing on on-the-ground knowledge and expertise. Public service is enhanced over functionally aligned alternatives by providing a staff and field manager who are knowledgeable of the area, responsive to the user concerns of the public land they manage, and provide a consistency for these contacts. The two-tier organization reduces base costs with more capability for Bureau motion work shifted to field operations. Career paths and some grade structure are reduced particularly at the GS-12 and 13 level. This alternative has less flexibility to budget and priority changes than functionally oriented alternatives like alternatives C and D. Accountability is very high and focused on resource management in the field offices. This will require a stronger role in the Central Office for ensuring consistency between field units. The workload and staffing proposed for this alternative is dependent on developing an on-going seasonal hiring program. All support functions to the field offices are located in the service centers. In all alternatives except the existing, we made a clear distinction between policy/program development in the Central Office and policy/program implementation in the field offices. Finally, for this analysis we kept the same number and location of remote field offices. In the future, we suggest looking at more staff in remote locations, at least on a seasonal basis.

Alternatives C and D field staffs are organized functionally. This provides greatest flexibility to changing workloads and priorities. The two-tiers in these alternatives reduce non-field related overhead. Area specific on-the-ground expertise is reduced significantly as is several public service aspects. Span of responsibility for the field manager is extremely broad. Accountability is reduced significantly.

Alternatives B, F, and G are three-tier organizations which allow for both functional and geographical aggregates of field staff. Public service is improved and span of responsibility for field managers is narrowed from Alternatives C and D. These alternatives create some serious problems in role classification duplication of effort and accountability. The three-tiers result in reducing money to field units.

Alternative E and the recommended alternative are very similar, the difference being the number of field offices. It was felt that five offices rather than six made staffing these units easier. This improved the capability to staff the units' function as a cohesive group. This also improved the field units' capability to adjust to budget and priority changes.

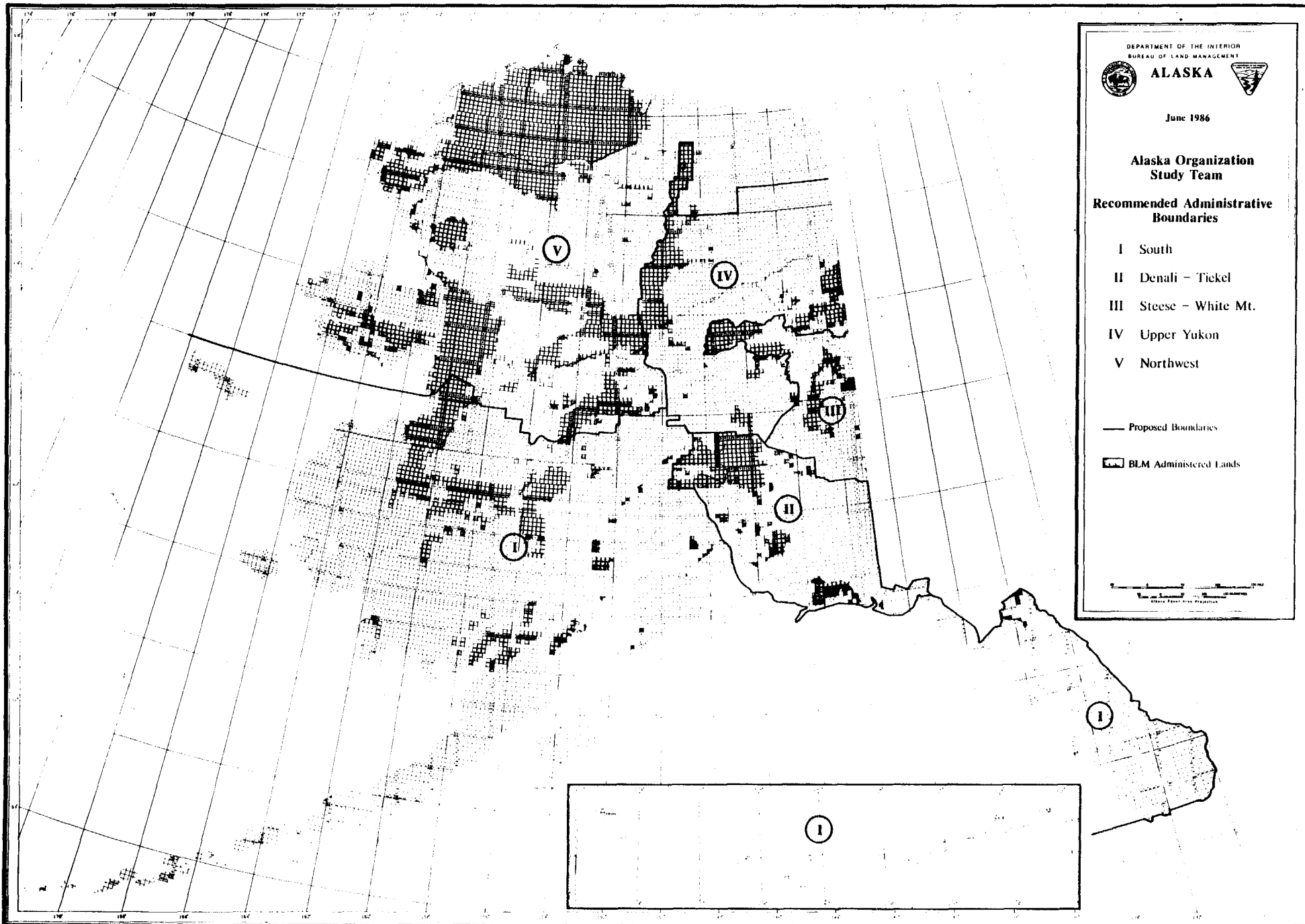
MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo \_\_\_\_\_

Modify \_\_\_\_\_







## ANCHORAGE SERVICE CENTER

- 1 - Manager, Service Center  
(Supervises all Anchorage Service Center personnel except those in Public Affairs and Human Resources Management)
- 1 - Secretary

### Procurement

- 1 - Supervisory Procurement Agent
- 3 - Purchasing Agents
- 2 - Procurement Clerks
- 1 - Motor Vehicle Operator (Expediter)

### Field Services

- 1 - Aircraft Freight Loader Foreman
- 1 - Warehouseman Leader
- 1 - Warehouse Worker
- 1 - Small Engine Mechanic
- 1 - Heavy Mobile Equipment Mechanic
- 1 - Aircraft Freight Loader
- 1 - Supply Technician
- 2 - Warehouse Workers
- 2 - Aircraft Freight Loaders
- 1 - General Supply Specialist
- 1 - Aircraft Dispatcher (WAE)

### Office Services

- 1 - Administrative Assistant
- 2 - Records Managers
- 1 - Mail/File
- 2 - Computer Systems Specialists

### Public Affairs

- 1 - Public Affairs Officer  
(Reports to Central Office Public Affairs)
- 1 - Illustrator

### Human Resource Management

- 1 - Personnel Mgmt Specialist (Training-colateral duty) (Reports to Personnel Officer in HRM Center)
- 1 - Safety Officer (shared with Division of Cadastral and Central Office)

### Maintenance, Construction, and Vehicles

- 1 - Engineering Technician
- 1 - Maintenance Leader
- 3 - Maintenance Workers
- 1 - Motor Vehicle Operator (Shuttle)

(38)

### Functions:

Office Services  
Administrative Oversight of Service Center  
Space Mgmt/Training  
Personnel Admin Coord  
Financial Svc Coord  
Budget Coordination  
Records Management  
Docket  
Central Files/Mail/Library  
Copy Center  
Public Affairs  
Computer Sys Svc  
Office Automation  
PC/Micro/Mini Coord  
ADP System Mgmt & Maint  
Coordination with SO  
Safety  
Facilities Maint  
Warehouse  
Aircraft Loading  
Aircraft Fueling  
Aircraft Scheduling  
Property  
Procurement  
Engineering

I. MAJOR ISSUES AND CONCERNS:

- Need for local personnel contact for staff housed at Campbell Tract and in Glennallen.
- Need for part-time local training representation for overall coordination and development of on-the-job training programs (Learning Center).
- Require capability for aircraft dispatch in field season.
- Need to meet existing Bureau commitment to other agencies in warehousing, aircraft loading, etc.
- Desire to colocate property procurement and warehousing functions with existing warehouse/airstrip facilities.
- Need for local technical engineering input for facility design & construction & maintenance, and for resource projects design and construction.
- Need to locate Illustrator capability in field office.
- Need for Public Affairs Officer to address field issues.
- Lack of geoprocessing capability (personnel and equipment) for resource applications at field level.

II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative: Establish Service Center to provide administrative/technical support to the Central Office, and the South and Denali-Tielke Field Offices; supervision provided by appropriate Central Office DSDs or Office heads.
- B. Existing organization: Support functions are provided from Division of Administration and Division of Operations Anchorage District, for all of southern Alaska.
- C. Team Discussion Model: The structure is identical to that in Alternative A. However, all personnel report to and are directly supervised by the Chief, of the Service Center.
- D. All support functions for the South and Denali-Tielke Field Offices are handled from Central Office. Responsibility for all support functions are under direct supervision of DSD-Support. (Response Summaries).

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D
Reduce Tiering	+	-	+	-
Management Accountability	+	-	-	+
Span of Control	0	+	-	-
Public Service	+	0	0	-
Career Paths	+	0	-	-
Resources to Geographic Areas	0	+	0	-
Efficient Use of Personnel/Funds	+	-	-	+

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A is recommended because it focuses management accountability for support functions with appropriate Central Office staff, and provides immediate access, or in the case of Denali-Tiekel Field Office, one stop shopping, for support services. Administrative oversight for the entire Service Center is provided by the Chief. In the areas of Human Resource Management and Public Affairs, personnel in the Service Center will receive direct technical supervision from their Central Office counterparts. All other personnel will receive technical supervision from the Manager, Service Center.

Since specialists report functionally to Central Office counterparts, tiering is reduced and a more efficient span of control over specific functions is established. Operational procedures are streamlined and career paths are enhanced by cross-training. Greater efficiency results from consolidation of support service staffs in the Greater Anchorage area, and in the elimination of redundant positions or functions.

Alternative B provides the support services discussed above to the field staffs at the present time by personnel on the district staff. Management accountability for support programs at the field level is good although span of control is less than desirable because personnel do not report functionally. Personnel and equipment are assigned to District Offices where utilized. Redundant services and functions, tiering in the organization, and organizational obstacles to the accomplishment of support service functions are present.

Alternatives C and D provide a simplified reporting structure-personnel report to either the Chief, Service Center, or to the DSD-Support. These are not viable alternatives because many of the functions are linked to other entities in the organization not situated in the Division of Support. (Example: Safety - Chief, Office of Human Resource Management;

Public Affairs - Chief, Office of Public Affairs). Management accountability is split, efficiency is hampered, and the span of control is too complex. Obstacles to efficient operation are introduced.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF SUPPORT  
FAIRBANKS SERVICE CENTER

- 1 - Chief, Support Center  
(Supervises all Fairbanks  
Center Personnel except  
those in Public Affairs  
and Human Resource  
Management)

- 1 - Secretary

Office Services

- 1 - Admin. Asst.
- 1 - Records Mgmt./Central Files
- 2 - Mail/File Copy Center
- 2 - Computer Systems Spec.

Procurement

- 1 - Supv. Procurement Agent
- 3 - Purchasing Agents
- 1 - General Supply Spec.
- 1 - Motor Vehicle Operator

Human Resource Management

- 1 - Lead Personnel Staffing  
Clerk (reports to HRM Ctr)
- 1 - Personnel Clerk
- 1 - Training/Safety
- 1 - EEO Specialist

Public Affairs

- 1 - Public Affairs Spec.  
(reports to Central Office  
Public Affairs)
- 1 - Writer/Editor

Public Service

- 1 - Supv. LLE
- 1 - Accounting Tech.
- 4 - Contact Reps.

Docket

- 1 - Supv. Docket Examiner
- 5 - Legal Clerks
- 1 - Information Receptionist

Maintenance, Construction,  
Vehicles

- 1 - Engineering Tech.
- 1 - Carpenter
- 1 - Carpentry Worker
- 1 - Automotive Mechanic
- 1 - Maintenance Mechanic Foreman
- 2 - Maintenance Mechanic Leaders
- 5 - Maintenance Mechanics
- 2 - Electricians
- 1 - Engine Equipment Operator

(49)

Functions:

Office Services  
Administrative Oversight of  
Service Center  
Space Management  
Financial Service Coord.  
Budget Coordination  
Records Management  
Mail and File  
Public Affairs  
Local Issues  
Congressional  
News Releases  
Fire and Resources  
Human Resource Management  
Personnel Coord./Staffing  
Seasonal  
Training/Safety  
Equal Employment  
Opportunity  
Public Service  
Public Room/Library (Land  
Office)  
Docket  
Engineering  
Facilities Maintenance  
Procurement  
Property

## I. MAJOR ISSUES AND CONCERNS:

- Need for full service support center located in Fairbanks providing administrative, procurement, maintenance, engineering, personnel, training, EEO, land office, warehousing and public affairs support to the northern Districts and Alaska Fire Service.
- Need to deal with funding reductions, consolidation, and centralization of some personnel functions considering reform 88.
- Concern for Seasonal hiring capability for the Alaska Fire Service and Districts located north.
- Need for local technical engineering input for facility design, construction and maintenance and for resource and fire projects design and construction.
- Need for Public Affairs office in Northern District.
- Consider consolidation of all Audio/Visual production facilities and personnel in Northern District Public Affairs Office.
- Concern that the responsiveness of the Safety Officer assigned to the Alaska Fire Service now shared will not be sufficient for the District needs when physical location is moved to the 3 1/2 Mile Site.
- Need to provide geoprocessing capabilities equipment and personnel for resource applications at field level.
- Need for local training representation for overall coordination and development of on-the-job training programs (Learning Center) and instruction.
- Need for local personnel contact for staff housed at 3 1/2 Mile and AFS on Ft. Wainwright.

## II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative: Establish Service Center to provide service to northern field offices and the Alaska Fire Service; some supervision provided by appropriate Central Office DSDs or office heads.
- B. Existing organization: Support functions are provided from the Division of Administration, Division of Operations and the Alaska Fire Service. Public Affairs and EEO functions are provided from the District Manager's staff. With the exception of safety and warehousing which are provided by the Alaska Fire Service. Alaska Fire Service also has its own internal support unit providing administrative support.

- C. Model I and IV (Blue Book): Support split between Division of Support and Support Units in AFS.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	0	-
Management Accountability	+	-	0
Span of Control	+	-	+
Public Service	+	+	-
Career Paths	+	0	0
Resources to Geographic Areas	0	+	0
Efficient Use of Personnel/Funds	+	-	-

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

The recommended alternative focuses management accountability for support functions with the appropriate Central Office managers while providing a field presence to facilitate Field Office and AFS field needs. The manager for the Service Center reports to the DSD Support and directly supervises the support components of the Service Center, and provides only administrative support to those specialists that report to counterparts in the Central Office (HRM and Public Affairs Sections).

With most Service Center personnel reporting to the manager of the Center and other specialists reporting functionally to Central Office counterparts, tiering is reduced, accountability and consistency are greatly improved, and processes are streamlined. Aggregation of functions within a center with opportunities for cross-training and job-sharing provide career enhancements.

The warehousing functions remain with AFS primarily because of their requirement to maintain a National Fire Cache and the Field Office moving away from the new warehousing facility to 3 1/2 mile.

This alternative addresses the placement of personnel functions needed to support the field offices and AFS and provides for training support in the field offices.

Alternative B has a greater potential for inconsistency, redundancy of functions, and accountability problems with various support functions being split between Division of Operations, Division of Administration in the Districts, AFS and the State Office.

Alternative C improves on Alternative B by reducing redundancy and improving consistency by functionally aligning support services. Problems occur in splitting some support functions between AFS and the Fairbanks Field Office. This would be further complicated with the move to

3 1/2 mile. In addition, AFS is a single focus organization, focusing on fire suppression and not necessarily administrative functions such as personnel or facilities maintenance that must be supplied to the Field Office.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

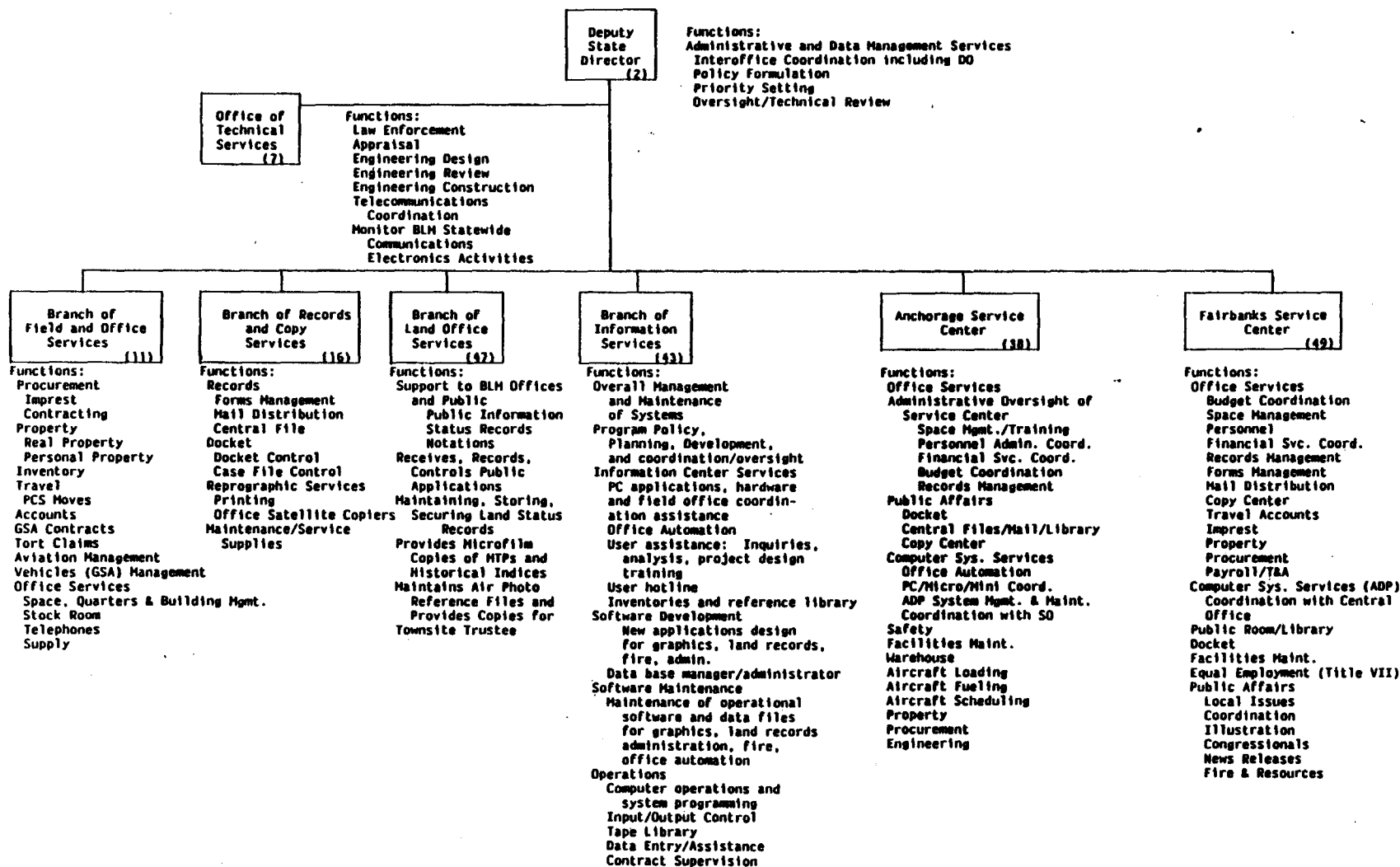


**DIVISION OF SUPPORT**



# **DIVISION OF SUPPORT**

Division Staff Total (126)



## DIVISION OF SUPPORT

1 - Deputy State Director 1 - Secretary
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Functions:  
Administrative and Data  
Management Services  
Interoffice Coordination  
Including District Offices  
Policy Formulation  
Priority Setting  
Oversight/Technical Review

### I. MAJOR ISSUES/CONCERNS:

- Concern that a Division of Support would be an extremely complex organization with many diverse functions and responsibilities.
- Concern that the technical functions of Title and Land Status, Land Office, Information Services, are located within an otherwise administrative entity.
- Need to separate support functions from operational functions.
- Need to recognize that Human Resource Management works on behalf of BLM personnel which is clearly distinct from the functions of fiscal and facilities management.
- Concern that the highly technical character of functions and workload in the Branch of Information Services and in the Branch of Land Office Services may not be compatible with the other fiscal responsibilities of the Division.
- Concern about broad scope of responsibilities of a DSD-Support for statewide support functions since the managers of both Service Centers would report to him or her.

### II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative.
- B. Existing organization.
- C. Division of Technical Services and Division of Administration (Option A, Blue Book).

### III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	-	0
Management Accountability	+	-	+
Span of Control	0	+	+
Public Service	+	-	-
Career Paths	+	-	-
Resources to Geographic Areas	+	-	-
Efficient Use of Personnel/Funds	+	-	0

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A reduces the number of State Office Divisions from six to five. This consolidates support activities presently in Administration and Operations into one Division of Support focusing program policy, oversight and technical review at central office level. Ability is improved to absorb funding cuts and still accomplish the mission by a reduction in overhead. Alternative A promotes higher grade structure within technical fields through functional alignment of support services and establishes more career paths. Consolidation of technical data systems management and applications. Span of control for SD is reduced.

Both Alternatives B and C pose organizational obstacles and minimize management accountability because responsibility for Support functions is split between two divisions. Alternative C may diminish public service because the primary mission of the Division of Technical Services is survey of public lands. Opportunities for cross training and career enhancement are minimal in Alternatives B and C which separate technical and administrative support functions. In neither Alternative A or B is there a provision for geoprocessing applications of resource information at the field office level.

### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo \_\_\_\_\_

Modify \_\_\_\_\_



DIVISION OF SUPPORT  
BRANCH OF INFORMATION SERVICES

- 1 - Branch Chief, Supervisory Management Specialist
- 1 - Secretary
- 1 - Computer Specialist/Analyst, Planning Coordinator
- 1 - Computer Specialist/Analyst, Security Officer

Information Center Section

- 1 - Section Chief, Supervisory Computer Systems Analyst
- 3 - Computer Systems Programmers
- 3 - Computer Systems Analysts
- 1 - Management Analyst
- 6 - Computer Assistants

Software Development Section

- 1 - Section Chief, Supervisory Computer Systems Programmer/Analyst
- 10 - Computer Systems Programmers/Analysts

Software Maintenance Section

- 1 - Section Chief, Supervisory Computer Systems Programmers/Analysts
- 8 - Computer Systems Programmers/Analysts

Operations Section

- 1 - Section Chief, Supervisory Computer Systems Programmer/Analyst
- 1 - Computer Systems Programmer/Analyst
- 2 - Computer Systems Programmers
- 6 - Computer Assistants
- 10 - Computer Operators
- 1 - Electronics Technician
- 2 - Electronic Digital Computer Mechanics (61)

NOTE: These are basic types of positions to meet required operations and include staffing of approximately 30 percent by contractor.

**FUNCTIONS**

- Overall management and maintenance of systems
- Program policy, planning, development, and coordination/oversight
- Information Center services
  - PC applications, hardware and field office coordination assistance
  - Office automation
  - User assistance: Inquiries, analysis, project design training
  - User hotline
  - Inventories and reference library
- Software Development
  - New applications design for graphics, land records, fire, administration
  - Data base manager/administrator
- Software maintenance
  - Maintenance of operational software and data files for graphics, land records administration, fire, office automation
- Operations
  - Computer operations and system programming
  - Input/Output control, tape library, data entry/assistance
  - Contract supervision

## I. MAJOR ISSUES AND CONCERNS:

- Concern for high cost requirements; "black hole" perception.
- Concern for equitable charge-back to benefiting subactivities and heavy users of systems. Low funded programs are adversely affected under current situation.
- Need to maintain existing systems while converting to new equipment and software.
- Lack of coordination for networking hardware and compatible software involving PCs, micros, minis and mainframes. Files cannot be readily transferred from one system to another.
- Need to provide assistance for purchase and use of state-of-the-art PCs, micros, and minis for field office resource applications.
- Concern that BLM is a training ground of computer expertise for other agencies. BLM pays the price in not retaining or attracting qualified personnel.
- Need for qualified personnel having scarce skills who are not available to BLM except through contractor services.
- Concern that 40% of current staffing requirements (22 of 55 positions) are contract personnel.
- Need to better establish role of contract services to compliment BLM personnel for computer systems operations, project work, and studies for future needs.
- Need to meet Bureau policy in organizational structure for information systems.

## II. ALTERNATIVES CONSIDERED

- A. Recommended alternative: Branch of Information Services, Division of Support, consisting only of current functions and diagnostic center functions (Branch of Telecommunications) but internally realigned. (Response summaries).
- B. Existing organization: Branch of Information Services and Diagnostic Center, Branch of Telecommunications, Division of Operations.
- C. Branch of Information Services, Division of Support including functions of current Branch of Information Services, telecommunications, photogrammetric mapping, photo interpretation, autocartography, and geoprocessing. (Blue book)



- D. Like alternative C but placed in Division of Technical Services. (Blue Book).
- E. Branch of Automated Services, Division of Support, consisting of current functions of Branch of Information Services but with a different internal organization. (Response summaries).

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D	E
Reduce Tiering	+	0	0	-	0
Management Accountability	+	0	0	-	0
Span of Control	+	0	+	+	+
Public Service	+	0	+	-	+
Career Paths	+	0	+	+	+
Resources to Geographic Areas	+	0	0	0	+
Efficient Use of Personnel/Funds	+	-	-	-	-

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A positively addresses management accountability, decentralizes user applications to other central office entities and field offices, improves public service, enhances career paths, meets Bureau policy, addresses futuring studies, and provides for more efficient use of personnel.

With the increased emphasis on new equipment and software, necessary conversions, and added budget considerations, efficient utilization of personnel and funds is best met by Alternative A. As changes occur in the operations, there should be a review of functions, positions, and contractor services. Use of contractor services provides BLM with access to highly qualified technical personnel not otherwise available. The use of contractor services balanced against BLM personnel and services remains the most flexible in Alternatives A and E.

The recommended Alternative A meets Bureau policy regarding separation of programming for operational software from developmental software but Alternatives B, C, D, and E do not.

Alternatives C and D have too diverse a span of function which mixes users with computer operations. This adversely affects efficiency and span of control.

Alternatives B and E do not make provisions for PCs, micros, and mini computer coordination and assistance for field office resource applications which are now possible with state-of-the-art hardware/software.

Alternative D may diminish services provided to the public where Alternatives A, C, and E could enhance public service.

Creative work with classification standards for Alternatives A, C, D, and E may enhance career paths and grade structure to attract and retain qualified personnel rather than being in a constant on-the-job training mode.

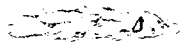
MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_



DIVISION OF SUPPORT  
BRANCH OF LAND OFFICE SERVICES

- 1 - Branch Chief, Supvy LLE
- 1 - Secretary
- 1 - Training Specialist, LLE (Training)
- 2 - Realty Specs (Townsite Trustee)

Title and Land Status Section

- 1 - Section Chief, Supvy LLE
- 1 - Clerk Typist

Current Status Unit

- 1 - Supervisory LLE
- 1 - Cartographic Editor
- 10 - Cartographic Technicians

Support Unit

- 1 - Supervisory MDE
- 1 - MDE Editor
- 4 - MDEs
- 1 - Microform Operator

Automated Cartography Unit

- 1 - Supvy Cartographer  
Supvy Computer Systems Analyst
- 4 - Cartographic Techs (Autocartography)  
or Computer Systems Analyst
- 1 - Computer Systems Analyst

Land Office Section

- 1 - Section Chief, Supervisory LLE
- 4 - MDEs
- 1 - Microfilm Reproduction Clerk

Technical Information Unit

- 1 - Supervisory LLE
  - 8 - Contact Reps (1 for Aerial Photo)
- (47)

**FUNCTIONS:**

Support to BLM Offices & Public  
Public Information Status  
Records Notation  
Receives, Records, Controls  
Public Applications  
Maintaining, Storing, Securing  
Land Status Records  
Provides Microfilm Copies of  
MTPs and Historical Indices  
Maintains Air Photo Reference  
Files and Provides Copies  
for Sale  
Townsite Trustee

I. MAJOR ISSUES AND CONCERNS:

- Need for consistency of Public Records for BLM Alaska.
- Problem with geographic separation of Title and Land Status personnel from digital data and computer hardware.
- Duplicate services (public room) in same geographic area.
- Concern with organizational separation of records management functions (Docket and Central Files).
- Need to eliminate conflict of interest through organizational placement of Townsite Trustee.
- Need to accommodate the different clientele using the Anchorage District Office and the State Office Public Rooms.

II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative: Centralize statewide Title and Land Status functions and Anchorage area Public Rooms in the Branch of Land Office Services, Division of Support, Central Office. Retain Townsite Trustee functions within the Branch of Land Office Services.
- B. Existing organization: Maintain Title and Land Status sections in Anchorage and Fairbanks, and continue to maintain Public Rooms in the Central Office and the Support Service Centers. Retain Townsite Trustee function with the Branch of Land Office Services.
- C. Same as Alternative A except that Docket is included in the Branch of Land Office Services. (Blue Book)

III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	-	-
Management Accountability	+	-	+
Span of Control	+	-	+
Public Service	0	+	0
Career Paths	0	0	-
Resources to Geographic Areas	0	+	0
Efficient Use of Personnel/Funds	+	0	+

#### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

The recommended alternative of consolidating Title and Land Status in the Central Office provides statewide consistency in Master Title Plat (MTP) preparation and production procedures, and reduces redundancy of function. Projected increase in automated cartography for MTPs as an outgrowth of the patent plan process provides additional career options for cartographic technicians and centralizes personnel with required computer hardware.

Consolidation of the public rooms serving the Anchorage Bowl into the Central Office focuses management accountability and responsibility under a single manager and retains close linkage with other public records. The centralized location is compatible with public transportation. It also reduces duplicate functions in same geographic area and improves efficiency, consistency/credibility of public service.

Assignment of the Townsite Trustee to the Branch of Land Office Services eliminates potential conflicts of interest between Townsite Trustee and other functions within BLM Alaska, particularly conveyance functions. It also keeps operational lands functions separated from the policy role of the Division of Lands and Renewable Resources. Situating this function organizationally with the Public Room provides the public with ease of access to the Townsite Trustee.

Maintaining two separate staffs for Title and Land Status in Fairbanks and Anchorage reduces management accountability and consistency for the product. This is a less efficient mode of operation when most changes in plats will be generated by Area Adjudication units located in the Central Office. Inconsistency in notation of the public record is greater when done in two distinct geographically separated locations. Convenience and expediency for Fairbanks area personnel will be somewhat affected with centralization of these functions.

There is an advantage to locating Docket in the same branch as the public room because of the high use of case files by the public. However, this minimizes efficiency and accountability in the management of the BLM Alaska records, minimizes opportunities for cross training between Docket personnel and others, and limits career paths. Tiering and organizational obstacles are greater than in the recommended alternative.

Maintenance of two public rooms in the Anchorage area reduces efficiency, complicates span of control and reduces management accountability for

public service. Public service to a small clientele (miners) is adversely affected by closure of the Anchorage District public room.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_



DIVISION OF SUPPORT  
BRANCH OF RECORDS AND COPY SERVICES

1 - Branch Chief  
(State Records Manager)

Records Section

1 - Clerical Assistant  
1 - Forms Management Assistant  
2 - Mail Clerk

Docket Section

1 - Section Chief,  
Supervisory Legal Technician  
6 - Legal Clerk

Copy Services

1 - Press Operator Leader  
1 - Press Operator  
2 - Bindery Machine Operator

(16)

**FUNCTIONS:**

Records

Forms Management  
Mail Distribution  
Central Files

Docket

Docket Control  
Casefile Control

Copy Services

Printing  
Office Satellite Copiers  
Maintenance, Service, and  
Supplies

**I. MAJOR ISSUES AND CONCERNS:**

- Problem of organizational separation of records functions from the State Records Manager who is accountable.
- Need for organizational linkage among interdependent units (forms, copying, mail).
- Lack of consistent forms usage and development
- Need to eliminate redundant ordering of supplies and servicing for office copy machines.

**II. ALTERNATIVES CONSIDERED**

- A. Recommended alternative: Branch of Records and Copy Services consisting of Central files, Docket, forms, mail, and copy services.
- B. Existing organization: Central files, forms and mail in Branch of Administrative Services, Division of Administration; Docket in Branch of Lands and Records Information in Division of Operations; Copy Services in Branch of Photogrammetry, Division of Operations.



- C. Branch of Administrative Services with Central files, mail and forms. Docket and Copy Services in Branch of Land and Information Services. (Response Summaries)
- D. Branch of Records, consisting of Central files, forms, mail and Docket in the Division of Support. Copy Services located in Public Affairs (Team Discussion Model).
- E. Central files, mail, forms, copy services, and photo lab in Branch of Records and Graphic Services; Docket in Branch of Land Office Services, both in the Division of Support. (Blue Book p. 23 and 25).
- F. Similar to Alternative E, except for Docket in Branch of Land Office Services, Division of Technical Services (Blue Book p. 37).

### III. EVALUATION AGAINST CRITERIA

	A	B	C	D	E	F
Reduce Tiering	+	-	-	+	-	-
Management Accountability	+	0	-	0	-	-
Span of Control	+	-	-	+	+	-
Public Service	+	0	0	+	0	0
Career Paths	+	0	0	0	+	+
Resources to Geographic Areas	0	0	0	0	0	0
Effective Use of Personnel/Funds	+	-	-	0	+	+

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A was chosen as the Recommended Alternative because it puts all records management functions, with the exception of certain Cadastral survey records, in a single branch. This makes the structure for records management parallel in the Central Office and the Field Offices.

Functional linkages for management of records, directives, correspondence, forms, casefiles, and printed materials (from the Copy Services requiring distribution) is clearly established. The State Records Manager will have clear control of all Bureau records in Alaska.

Alternatives A and D place Central files, forms, and Docket in the same Branch. This focuses management accountability, removes organizational obstacles, and reduces tiering. Placement of all Bureau records management functions under the State Records Manager focuses accountability, and reduces the complexity of span of control for those records. Career opportunities are broadened for Docket and Central files personnel.

In Alternatives A, E, and F workload priorities for copy services are set by a single manager. In Alternatives B, C, and D workload priorities are determined by two managers.

In Alternative C, functional linkage is not addressed if combined with Land Office, geographic processing, Docket, Public Room Land Title and Land Status. This alternative does not enhance management accountability, reduce organizational obstacles, efficient span of control, or foster an efficient operation within a branch. There is no clear avenue for improving public service.

Various alternatives for location of the photo lab were recommended. In some of these alternatives, the Photo Lab was placed organizationally with Copy Services. Functional linkage with photogrammetric mapping precludes separation. Refer to the discussion for Cadastral Survey.

Alternative D addresses functional linkage of publication preparation and the Copy Services (publication production) and suggests possible placement of copy services with the Office of Public Affairs. Copy services are an operational function which does not require elevation to a State Directors' staff level. Workload in the two units is focused on different clientele; external for Office of Public Affairs and internal (primarily) for Copy Services.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_



DIVISION OF SUPPORT  
BRANCH OF FIELD AND OFFICE SERVICES

1 - Administrative Officer
1 - Secretary
1 - Property Mgmt Specialist
2 - Laborer
1 - General Supply Spec (Vehicles)
1 - Supvy Procurement Analyst (Contracting)
1 - Procurement Agent (Imprest)
1 - Purchasing Agent
1 - Voucher Examiner
1 - Accounting Technician (11)

FUNCTIONS:

- Procurement
- Imprest
- Contracting
- Property
- Real Property
- Personal Property
- Inventory
- Travel
- PCS Moves
- Accounts
- GSA Contracts
- Tort Claims
- Aviation Management
- Vehicles (GSA) Management
- Office Services
- Space, Quarters, & Building Management
- Stock Room
- Telephones
- Supply

I. MAJOR ISSUES AND CONCERNS:

- Need for physical proximity of warehousing, procurement, property and disbursement functions.
- Need for mechanism to ensure efficient statewide procurement.
- Concern about BLM Alaska's responsibility for the National Fire Cache.
- Need for quick response from procurement for Cadastral and resource specialists for routine and emergency field needs.
- Need to aggregate dollar disbursement functions.
- Need to consider Reform 88 constraints.
- Desire for consolidation of procurement and property functions under single organizational unit.
- Need to keep contracting, accounting and travel expertise at the central location.
- Need to provide imprest capability at all offices.

## II. ALTERNATIVES CONSIDERED:

- A. Recommended Alternative: Centralize all procurement and property functions in Central Office in the Branch of Field and Office Services with procurement and property specialists located in the Support Service Centers to provide support to the field offices. Accounting, contracting, travel and other disbursement functions remain in the central office.
- B. Existing Organization: Procurement and property offices in all field offices and the Central office. Retain accounting, contracting, travel, and other disbursement functions in the central office.
- C. Establish two sections within a Branch of Administrative Management, Division of Support to address Procurement and Finance, and Property Management. Establish a third section to address Central Office Services. The first two sections would be located with the Anchorage field office.

## III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	-	0
Management Accountability	-	-	+
Span of Control	+	-	-
Public Service	0	0	0
Career Paths	+	0	+
Resources to Geographic Areas	+	+	-
Efficient Use of Personnel/Funds	+	-	-

## IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A is recommended because it provides for a reduction in tiering and organizational obstacles by streamlining the reporting lines for the procurement and property functions. It provides for a single supervisor with the location of primary procurement/property/warehousing and field service functions (at the Campbell Tract location) in close proximity to the key users of these services, i.e. Cadastral Survey and resource specialists. This alternative provides for centralized processing of major contracts because most of the contracts are for Central Office clients (Cadastral Survey and Branch of Information Services).

The existing organization (Alternative B) provides procurement and property services to geographic units within the BLM Alaska organization. However, multiple levels in the organization and non-functional reporting lines serve as obstacles to organizational effectiveness. There is duplication in goods and services. Individuals in different offices perform redundant tasks.

In Alternative C, efficiency is reduced because some services are remote from key users (e.g., Contract Officer from Contract initiators). Functional diversity in the branches complicates management and user services, e.g., mail/records aligned with property/supply and PC responsibility with procurement/finance.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_



DIVISION OF SUPPORT  
OFFICE OF TECHNICAL SERVICES

2 - Realty Specialists 1 - Special Agent 1 - Engineer 2 - Communications Specialists 1 - Administrative Assistant (7)
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FUNCTIONS:  
Law Enforcement  
Appraisal  
Engineering Design  
Engineering Review  
Engineering Construction  
Telecommunications  
Coordination  
Monitor BLM Statewide  
Communications Electronics  
Activities

I. MAJOR ISSUES AND CONCERNS:

- Need for professional engineering expertise at Central Office level.
- Need for technical engineering expertise in form of an engineering technician positions at the field office level.
- Need for complex and continuous engineering expertise in the Alaska Fire Service.
- Need to locate the Appraisal staff (Lands and minerals) in the organization to prevent conflict of interest.
- Feelings that technical scarce skills are unique, requiring minimum staffing and supervision, but providing statewide service.

II. ALTERNATIVES CONSIDERED

- A. Recommended alternative: Consolidation of technical scarce skills in a single Office of Technical Services in the Division of Support.
- B. Existing organization: Engineering, telecommunications, and law enforcement and appraisal functions scattered throughout the Division of Operations.
- C. Appraisals in the Division of Lands and Renewable Resources; engineering, telecommunications, and law enforcement scattered throughout the Division of Support (Blue Book).



### III. EVALUATION AGAINST CRITERIA

	A	B	C
Reduce Tiering	+	-	-
Management Accountability	0	-	0
Span of Control	+	-	0
Public Service	0	0	0
Career Paths	0	0	0
Resources to Geographic Areas	0	0	0
Effective use of Personnel/Funds	0	0	0

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE

Alternative A improves visibility, consolidates, and focuses accountability of scarce technical skills in a single place in the organization. It reduces conflict of interest for appraisal staff. Alternative A provides for statewide coordination of engineering and telecommunication activities. Engineering support staffs (engineering technicians) are assigned to support service centers with the recommendation that the Alaska Fire Service have a full time professional engineer (reassigned from current FDO).

Alternative B creates organizational obstacles and reduces management accountability because of organizational separation of technical scarce skills functions. Span of control is complex with so many different technical personnel reporting to the DSD for Operations.

Alternative C does not provide for statewide coordination of engineering and telecommunication activities. It does not focus accountability for scarce technical skills in a single organizational structure.

### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

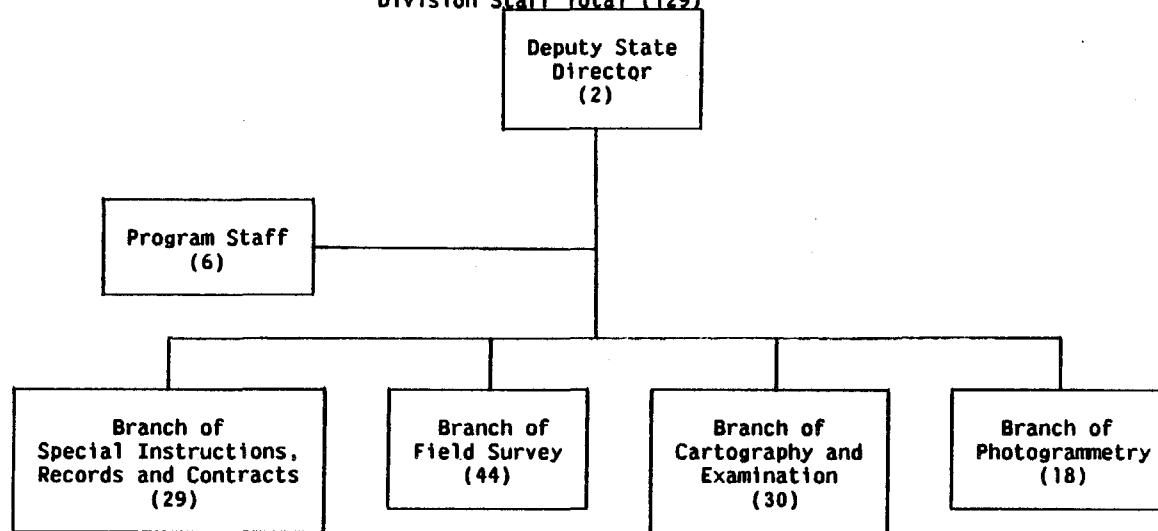
Modify: \_\_\_\_\_

**DIVISION OF CADASTRAL SURVEY**



**DIVISION OF CADASTRAL SURVEY**

**Division Staff Total (129)**



## DIVISION OF CADASTRAL SURVEY

### I. DIVISION-WIDE ISSUES/CONCERNS

- For purposes of the organization study, Cadastral Survey has been considered, in the team recommendation, primarily in relation to functions that support or are affected by Cadastral, but which are not currently in the division. It is understood that any future Cadastral budget reductions will be allocated as determined appropriate by the DSD and SD.
- Annual work plan preparation and budget tracking functions are recommended to be shifted from all divisions and field offices to the Office of Management, Planning and Budget. This recommendation may or may not affect the current program analyst (budget) position in the Cadastral, depending on the potential for consolidating other duties in the position.
- The team recommendation is to shift most of the functions of the Branch of Photogrammetry to the division. Following is discussion of that recommendation.

DIVISION OF CADASTRAL SURVEY

BRANCH OF PHOTOGRAMMETRY

1 - Supv. Cartographer (Br. Ch.)  
1 - Admin. Asst.

Photogrammetric Mapping Section

1 - Supv. Cartographer  
2 - Carto. Tech. (Photogrammetry)  
3 - General Biologist  
1 - Carto. Tech.

Autocartography Section

1 - Supv. Carto. Tech.  
1 - Computer Sys. Analyst  
4 - Carto. Tech.

Photo Lab

1 - Photolith. Leader  
3 - Photolith. Tech.

(18)

Functions:

Photo Lab Services  
Aerial Photo  
Project Asst. to  
Resource Appls.  
Autocartographic  
Services  
Data Entry  
Data Analysis  
Digital Data  
Management

I. MAJOR ISSUES/CONCERNS:

- Need to resolve organizational separation of interdependent functions of the patent plan process currently in photogrammetry (photo lab, autocartography, and photogrammetric mapping) and in Cadastral Survey.
- Concern with providing photogrammetric, photo lab, and autocartographic services to the field offices.

II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative: Division of Cadastral Survey having four branches: three branches as in the current organization and the addition of the Branch of Photogrammetry to include only the functions of photogrammetric mapping, photointerpretation, photo lab and autocartography.
- B. Existing organization: Division of Cadastral Survey with three branches; Branch of Photogrammetry in Division of Operations.
- C. Division of Cadastral Survey with three branches; photogrammetric mapping, photointerpretation and autocartography in Branch of Information Services, Division of Support; and the photo lab in Branch of Records and Graphic Services, Division of Support. (Blue book, p. 27)

- D. Division of Technical Services having five branches (current three branches of Cadastral Survey, Branch of Land Office Services, and Branch of Information Services); and the photo lab in a Branch of Records and Graphic Services, Division of Support. (Blue book, p. 37)
- E. Division of Cadastral Survey with three branches. Branch of Mapping Services in Division of Support including manual cartography from Cadastral Survey and Title and Land Status; autocartography from Cadastral Survey, Title and Land Status, and Photogrammetry; and photogrammetric mapping, photointerpretation, and reprographics from Photogrammetry.
- F. Division of Cadastral Survey with three branches (existing) and the Branch of Land Information Services, Division of Support.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D	E	F
1. Reduce Tiering	+	-	+	+	-	0
2. Management Accountability	+	-	-	-	-	-
3. Span of Control	+	-	-	-	-	-
4. Public Service	0	0	0	0	0	0
5. Career Paths	+	0	0	0	+	0
6. Resources to Geographic Areas	0	0	0	0	0	0
7. Efficient Use of Personnel/Funds	+	0	+	-	+	-

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

The recommended alternative A addresses issues centered around the patent plan process. Alternative A focuses management accountability and removes some organizational obstacles by locating interdependent functions in Cadastral Survey, which these functions primarily support. Eighty percent of photogrammetric mapping and photo lab work, and 95% of autocartography is production for Cadastral Survey and the patent plan process. This alternative also promotes efficient use of personnel and equipment for generation of products required in the patent plan process. Career paths for cartographic technicians may be enhanced because of a closer organizational link between manual and automated cartography. This alternative had strong management support during the interviews in February, 1986.

Alternatives B, C, D, E, and F have the interdependent functions in two divisions which negatively impacts management accountability for the patent plan process, and may create organizational obstacles.

Alternatives B and E introduce organizational obstacles.

Alternatives D and F do not promote efficient use of personnel due to organization separation.

All alternatives have no appreciable effect on other BLM offices being able to use the services of photogrammetric mapping and the photo lab.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_





**DIVISION OF CONVEYANCE MANAGEMENT**

# DIVISION OF CONVEYANCE MANAGEMENT

Division Staff Total (102)

## DIVISION OF CONVEYANCE MANAGEMENT

- 1 - Deputy State Director
- 1 - Secretary (2)

Functions:  
Patent Plan Process Coord.  
Final Authority for  
Conveyance Policy

### CONVEYANCE COORDINATION STAFF

- 1 - Supv. LLE (Br. Ch.)
- 1 - LLE (State/ANCSA)
- 1 - LLE (Nat. Allot.)
- 1 - LLE (ALMRS)
- 1 - Training Spec. (5)

FUNCTIONS:  
Policy/Oversight for  
Conveyance  
Coord. w/Solicitor  
ALMRS Coord./Acreage  
Control  
Easement Coord.  
Escrow Oversight  
Training

**Branch of  
Conveyance Support**

- 1 - Branch Chief
- 3 - LLE (Wd1)
- 2 - Realty Spec (Wd1)
- 1 - NRS (Navigability)
- 1 - Historian (NAV)
- 1 - Realty Spec (NAV)
- 1 - Supv MDE (Clk Pool)
- 1 - Lead MDE (Clk Pool)
- 6 - MDC (Clk Pool)
- 6 - Clk/Typ (Clk Pool) (23)

FUNCTIONS:  
Withdrawals  
Navigability  
Document Processing/  
Clerical Support  
Secretarial Support to  
all Branches

**Branch of  
Area Adjudication  
#1**

- 1 - Branch Chief
- 2 - Lead LLE
- 6 - LLE
- 3 - MDE/LLA (12)

FUNCTIONS:  
State Adjudication  
ANCSA Adjudication  
Native Allotment Adjudication  
Settlement Claims (except Slana)  
Title Recovery  
Waiver of Administration/  
Merger of Interest  
Adjudication for Exchanges

**Branch of  
Area Adj.  
#2**

Same as #1

**Branch of  
Area Adj.  
#3**

Same as #1

**Branch of  
Area Adj.  
#4**

Same as #1

**Branch of  
Area Adj.  
#5**

Same as #1

**Branch of  
Area Adj.  
#6**

Same as #1

## DIVISION OF CONVEYANCE MANAGEMENT

### I. DIVISION-WIDE MAJOR ISSUES AND CONCERNS:

- Lack of specific accountability for patent plan survey window products.
- Need to streamline flow of work involving Conveyance, Cadastral Survey and Title and Land Status.
- Need to maintain adjudicator's expertise due to specific nature of case types and frequent policy changes.
- Should maintain specific conveyance client contacts, especially for the State and ANCSA corporations.
- Importance of improving career paths for adjudicators as opportunities decline in Alaska conveyance.
- Need to ensure consistent adjudicative decisions, particularly in Native allotments.
- Importance of effectively managing personnel and work assignment during workload shifts and decline in conveyance.
- Need to include under conveyance as many organizational elements with conveyance implications as possible - e.g., withdrawals, navigability.
- Need to organize to allow systematic resolution of land status (i.e., township by township, following the patent plan process).
- Desirability of consolidating land office functions in Fairbanks.

### II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative: area adjudication, defined as assignment of units of adjudicators to geographic areas based on Native regional corporation boundaries, working all conveyance case types as a unit, with flexible assignment of survey windows that may be outside unit boundaries in a given year. Conveyance adjudication centralized in Central Office, Division of Conveyance Management.
- B. Existing organization: specialized adjudication, with reduction dictated by budget. All conveyance functions (except Native allotments in Fairbanks) centralized.

C. Area adjudication phased in over five to ten years, with merging of State and ANCSA branches during implementation of this study. One adjudication branch (dealing with all Fairbanks-area cases) in Fairbanks.

D. Area adjudication with one or more branches assigned to Fairbanks.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D
Reduce Tiering	+	0	0	+
Management Accountability	+	-	-	0
Span of Control	+	0	0	+
Public Service	0	+	+	0
Career Paths	0	0	0	0
Resources to Geographic Areas	+	0	0	+
Efficient Use of Personnel/Funds	+	0	+	+

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

The recommended alternative is area adjudication with all conveyance activities centralized in the Central Office. Rationale for selection of this alternative:

1. Focuses management accountability for specific products within geographic areas, under the patent plan process.
2. Eliminates a supervisory tier - reduces supervisory positions in the division from 18 to 11, without a proportional decrease in working examiners.
3. Allows flexible management of changing/declining workloads. As adjudicative work declines, the total number of branches may be reduced as warranted. Individual branches may be assigned patent plan survey windows outside their corporate boundaries as needs dictate.
4. Enhances a team approach to workload execution. Each branch would be assigned projects to be completed in their entirety within patent plan windows.
5. Improves work flow from Conveyance to Cadastral and Title and Land Status. Enhances patent plan process and resolution of land status.
6. Mitigates many of the concerns expressed over area adjudication:
  - a) Establishes specific policy positions within the Conveyance Coordination Staff to deal with consistency among adjudication branches. Native allotment consistency was a major concern.

- b) Centralizes all conveyance adjudication. Locating all conveyance adjudication in the same facility under the same manager is considered more advantageous for consistency. Costs, employee displacement, and lack of significant improvement of public service were factors considered in the recommendation not to decentralize conveyance. The State of Alaska and two of three regional Native corporations in the Fairbanks area maintain offices dealing with conveyance issues in Anchorage, and not in Fairbanks. Within the implementation period Fairbanks area Native allotment work should decline substantially; therefore centralizing conveyance is not considered to have a major effect on those applicants.
- c) Provides for State and ANCSA client contacts, a significant concern. Branch boundaries should follow regional corporation boundaries, including one or more corporations within each branch. Therefore the corporate contact is the branch chief of the corresponding unit. One position in the Conveyance Coordination Staff would be designated the State contact.
- d) Provides for effective planning, within the Office of Conveyance Coordination, and management teamwork necessary for flexibility in work assignments. Branch chief positions are recommended to be primarily supervisory and managerial rather than technical. These branch chiefs, with DSD, would work as a team to allocate survey window work.

Specialized adjudication, Alternative B, enhances consistency/accuracy within a given case type and also enhances client contact opportunities. Alternative C, combining State and ANCSA branches and moving to area adjudication in five to ten years, offers improvement in workload management over the current situation, and some improvement in management accountability by combining branches.

However, the recommended alternative, area adjudication, places responsibility at the branch level for all conveyance case types in a given geographic area, and improves the land status resolution process by providing complete, integrated products for a geographic area to Cadastral Survey and Title and Land Status. The improvement in management of workload shifts/decline and introduction of a team approach to adjudication are also benefits over Alternatives B and C.

As discussed in 6(b) above, the costs of decentralizing conveyance adjudication were not considered to outweigh the marginal benefits of consolidating lands services in Fairbanks under Alternative D.

The recommended alternative assumes a shift in the conveyance organization from one that is primarily client-oriented, to one that is oriented primarily to land status resolution, with provisions to mitigate impacts on clients as described above.

Under area adjudication, the necessity for effective formal training, written guidelines (necessary under any alternative), and progressive work assignment and on-the-job training are recognized, particularly for the lead Land Law Examiners in each adjudication branch. Supervisors of each branch could, of course, maintain case type specialists as warranted within their units.

Career paths outside Alaska were not considered to be improved under any alternative unless FLPMA land use adjudication or mineral adjudication is included within Alaska conveyance work. However FLPMA lands work is primarily resource management oriented and therefore is recommended to remain at the field level. Mineral adjudication is recommended to remain in the Division of Minerals, leaving a single focus for the Conveyance Division. Area adjudication of conveyance case work should provide some limited improvement in opportunities for advancement within Alaska, although within the broader context of declining opportunity overall. There may be a small advantage in competing for positions outside Alaska if an adjudicator has experience in different conveyance case types, demonstrating a broader knowledge of land law.

Employees were divided over the two major alternatives for conveyance, specialized and area adjudication, with valid points made by proponents of each. Given the criteria established for the study, the study team recommends area adjudication, but has attempted to mitigate concerns expressed by opponents. See the Branch of Adjudication section for further discussion.

#### MANAGEMENT TEAM DECISION

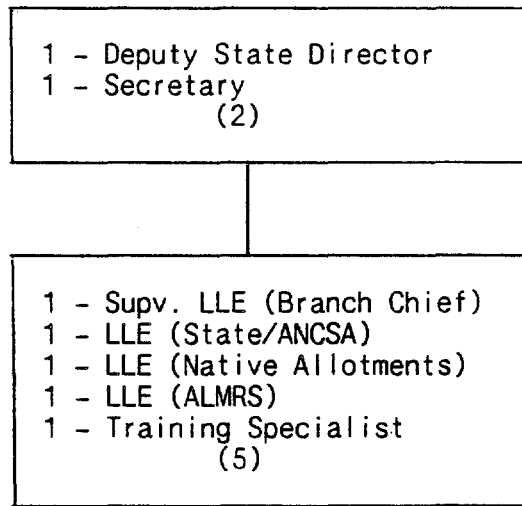
Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF CONVEYANCE MANAGEMENT  
CONVEYANCE COORDINATION STAFF



Functions:  
Patent Plan Process  
Coord.  
Final Authority for  
Conveyance Policy

Functions:  
Conveyance Policy  
Coord. w/Solicitor  
ALMRS Coord./Acreage  
Control  
Easement Coord.  
Escrow Oversight  
Training

I. MAJOR ISSUES AND CONCERNS:

- A. Needs for specific policy positions, particularly for Native allotments, including written policy/guidelines.
- B. Need for ALMRS coordination, acreage control, and easement coordination.
- C. Continuing need for training, even after implementation of study.
- D. Need for specific client contacts.



II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative: five person staff.
- B. Very small policy staff (two or three positions), answering directly to DSD-Conveyance or grouped with Navigability as a staff.

III. EVALUATION AGAINST CRITERIA:

	A	B
Reduce Tiering	0	0
Management Accountability	0	0
Span of Control	0	0
Public Service	+	0
Career Paths	0	0
Resources to Geographic Areas	0	0
Effective Use of Personnel/Funds	+	-

IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Four policy positions and a training specialist are considered necessary and adequate to perform the functions listed. The one designated State of Alaska contact would be the policy position covering State conveyance. The appropriate adjudicative branch, organized along regional corporation boundaries, would be the contact for regional and village corporations and individual Native applicants. The Native allotment policy position is recognized as vital.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF CONVEYANCE MANAGEMENT  
BRANCH OF CONVEYANCE SUPPORT

1 - Branch Chief
1 - Supv. LLE (Withdrawals)
2 - LLE (Withdrawals)
2 - Realty Spec. (Withdrawals)
1 - NRS (Navigability)
1 - Historian (Nav.)
1 - Realty Spec. (Nav.)
1 - Supv. MDE
1 - Lead MDE
6 - MDC
6 - Clerk Typist
(23)

Functions:  
Withdrawals  
Navigability  
Document Processing/  
Clerical Support  
Secretarial Support  
to all Branches

I. MAJOR ISSUES AND CONCERNS:

- A. Priorities and organizational location of withdrawals (PLO preparation).
- B. Residual responsibility and organizational location of Navigability.
- C. Need for clerical and secretarial support.

II. ALTERNATIVES CONSIDERED

- A. Recommended alternative: retain withdrawals and navigability in Conveyance; clerical/secretarial support in pool.
- B. Existing organization: navigability and clerical pool in Branch. (Withdrawals as separate staff.)
- C. Place withdrawals and navigability in Resources.
- D. Place secretaries in adjudicative branches.

III. EVALUATION CRITERIA:

	A	B	C	D
Reduce Tiering	0	0	0	0
Management Accountability	+	0	-	0
Span of Control	0	-	0	+
Public Service	0	0	0	0
Career Paths	0	0	0	0
Resources to Geographic Areas	0	0	0	0
Effective use of Personnel/Funds	0	-	-	-

IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

The withdrawal workload is primarily conveyance-driven, and is linked with the patent plan process. Placing withdrawals in the Division of Lands and Renewable Resources would link ongoing FLPMA lands programs, but would diminish management accountability for conveyance actions and place an operational function in a primarily policy-oriented unit. Maintaining withdrawals in a "central" location in the Conveyance Support branch, rather than dispersing among the adjudicative units, would better meet the withdrawal-related needs of the field units.

While navigability plays a role in planning and resource decisions, the primary residual workload is projected to be conveyance-related. Management accountability for conveyance actions is enhanced with navigability placed under conveyance.

Placing secretaries in the six adjudicative branches would reduce the span of control within the document processing section. However, pooling clerical/secretarial support is preferable due to likely variable workload among units and problems in allocating word processing equipment.

Any residual Alaska Railroad work in 1989 and beyond would be assigned to this branch.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF CONVEYANCE MANAGEMENT  
BRANCH OF AREA ADJUDICATION (SIX UNITS)

1 - Supv. LLE (Branch Chief)  
2 - Lead LLE  
6 - LLE  
3 - LLA/MDE

(12)

Functions:

State Adjudication  
ANCSA Adjudication  
Native Allotment Adjudication  
Settlement Claims (except  
Slana and Minchumina)  
Title Recovery  
Waiver of Administration/  
Merger of Interest  
Adjudication for Exchanges

I. MAJOR ISSUES AND CONCERNS:

- Need to assign responsibility for total geographic area of State to conveyance adjudication units.
- Flexibility must exist to enable even distribution of the patent plan process and other adjudicative workload.
- Need to assure that Lead LLEs are not assigned responsibilities they are not trained to handle.
- Need to assure career ladder opportunities and non-technical workload accomplishment through Land Law Assistant or Miscellaneous Document Examiner job titles, whichever is appropriate.
- Need to assure efficient adjudication/public service aspects of settlement claims.
- Waiver of administration and merger of interest case work needs to be appropriately assigned as purely adjudicative actions.

II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative
- B. Existing model (w/dictated budget reductions)
- C. Area adjudication branches having clerical personnel assigned.
- D. Area adjudication branches having LLAs and one MDE.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D
Reduce Tiering	+	0	+	+
Management Accountability	+	0	0	+
Span of Control	+	0	+	+
Public Service	0	0	0	0
Career Paths	0	0	0	0
Resources to Geographic Areas	+	0	-	0
Effective Use of Personnel/Funds	+	0	-	-

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

1. The simplest, most logical method of assigning responsibility for geographic areas of the State to adjudicative units is to do so along existing Native regional corporation boundaries. Major workload impetus for any given fiscal year would be provided by the patent plan process and window assignments can be made to units outside their geographic areas of responsibility, therefore permitting a relatively even distribution of workload. Non-window work would be assigned according to geographic areas of responsibility.

Since all area adjudication branches would be similar in specialist resources, the flexibility to react to workload changes is enhanced. Also, the shifting of individual regional corporation responsibility between area adjudication branches and assignment of specialists to areas as needed remain as management options.

2. Multiple, technical case type review by lead LLEs would not necessarily occur immediately. The two leads in each branch could split case types for review (e.g., one State/ANCSA, one Native allotments) initially. The LLEs within the branch could, at least initially, remain specialists, further easing the pressure on the leads. The exact application, assignment and development of adjudication skills is a management issue.
3. Based largely on employee input and evaluation of the Land Law Assistant position description, it is recommended that a third job title (MDE/LLA/LLE) is not necessary for career paths of workload accomplishment. Classification should consider which title is appropriate.
4. Current settlement openings (Slana and Minchumina) are recommended to be processed by field offices to facilitate applicant contacts. Due to the very limited area of the State involved, there should be no impacts on the patent plan process.

5. Waiver of administration and merger of interest action should logically be accomplished within area branches because they need to be done in appropriate time sequence with conveyance adjudication.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

100-2

**DIVISION OF LANDS AND RENEWABLE RESOURCES**

**DIVISION OF LANDS AND RENEWABLE RESOURCES**

**\*\*\*\*\***

**NEXT PAGE PLEASE**



## DIVISION OF LANDS AND RENEWABLE RESOURCES

1-DSD  
1-Assistant DSD  
2-Secretaries  
1-Recreation Specialist  
1-Fire Mgmt/Forestry/Air  
1-Archaeologist  
1-Anthropologist  
1-Wildlife Biologist/Range  
1-Landscape Architect  
1-Surface Protection Specialist  
1-Geoprocessing Specialist  
1-Hydrologist/Soil/Water  
1-Lead Realty Specialist  
2-Realty Specialists  
(16)

### FUNCTIONS:

Program Leadership - Renew. Res.  
and Non-Conveyance Lands  
Programs Guidance  
Technical Advice  
Program Oversight  
Policy/Program Development  
Budget Input to OMPB  
Priority Setting Coordination/  
Recommendations to Management  
Scarce Skills

### I. MAJOR ISSUES AND CONCERNS:

- Need to focus on policy, programs and priority setting within the Division.
- Need better up-front guidance, coordination and policy/program development so that the field can operate effectively.
- Need to consider that division not be operational but provide technical guidance, oversight and leadership as needed.
- Concern that all levels spend too much time on budget manipulation and mechanics.
- Need to develop program wide priorities for State.
- Need to reduce duplication of effort within each district and State Office Division of Resources.
- Need for emphasis on the capability to develop written policy guidance.
- Need for clear role clarification.
- Need to keep operational roles distinct from policy roles.
- Need to increase staff at the State Office, if a two-tier alternative is recommended.

## II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative.
- B. Existing organization.
- C. Central Office Model (Blue Book).

## III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	0	+
Management Accountability	+	0	0
Span of Control	0	0	+
Public Service	0	0	0
Career Paths	0	+	0
Resources to Geographic Areas	0	0	0
Efficient Use of Personnel/Funds	+	0	0

## IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A is recommended because it provides increased staffing to meet additional responsibility in program leadership and scarce skills assigned to the Division under the two-tier model. Under this alternative, program oversight, technical advice and policy/program development are focused in the Central Office, while the field offices focus on activity planning and resource program implementation. Therefore, roles between the Division and the field offices are clarified, and overlap of function is reduced. The recommended alternative improves the Division span of control and provides specialists direct access to the DSD/ADSD. Planning functions are moved to the Office of Management, Planning and Budget.

Under Alternative B, the existing organization, accountability and efficiency is hampered by role overlap between the State Office and field offices. Planning oversight only is located in the Division, placing a non-resource management activity in the field offices. The opportunity to link long-range planning and budget is lost.

Alternative C (Blue Book) does not provide adequate staffing for the increased responsibility under the two-tier model. It also retains planning in the Division, budget is placed under the State Director, resulting in the missing link (Australopithecus afarensis) between budget and long-range planning. Withdrawals, an operational lands program, is

included in the Division. Under the recommended alternative, the withdrawal function is placed in Conveyance Management, maintaining the lands staff in a policy role consistent with the remainder of the Division.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

**DIVISION OF MINERALS**

**DIVISION STAFF TOTAL (42)**  
**DIVISION OF MINERALS**  
 1-Deputy State Director  
 1-Secretary  
 (2)

**FUNCTIONS:**  
 Forcal Point for Minerals:  
 Budget, Policy and  
 Program Development  
 Priority Setting  
 Policy Formulation/Coordination

**PROGRAM STAFF**  
 1-Geologist  
 1-Petrol. Eng.  
 (2)

**FUNCTIONS:**  
 Policy Analysis and Development  
 assistance from 4 Branches  
 Program Development  
 Oversight/Technical Review

**BRANCH OF RESOURCE EVAL.  
 AND MINERAL ASSESSMENT**  
 1-Chief  
 1-Secretary  
 3-Geophysicists  
 3-Geologists  
 1-Phy. Science Tech.  
 1-Economist  
 (10)

**FUNCTIONS:**  
 Some Pooling of Scarce  
 Skills (i.e. for Resource  
 Evaluation and Mineral  
 Assessment)  
 Oversight Technical Review  
 Patent Report Technical  
 Review and Coordination  
 of Examination  
 Resource Evaluation and  
 mineral assessments for  
 BLM and Other Agencies

**BRANCH OF MINERAL  
 ADJUDICATION**  
 1-Chief  
 1-Secretary  
 2-Lead LLEs  
 2-Clerks  
 5-LLEs  
 4-MDEs/LLAs  
 (15)

**FUNCTIONS:**  
 Oil and Gas Leasing  
 Adjudication  
 Mining Claims  
 Adjudication

**BRANCH OF OPERATIONS**  
 1-Chief  
 1-Secretary  
 1-Envir. Scientist  
 1-Petrol. Eng. Tech.  
 1 Petrol. Geologist  
 1-Application Exam.  
 (7)

**FUNCTIONS:**  
 Oil and Gas Lease  
 Operations  
 Inspection & Enforcement  
 Oversight/Tech. Review  
 (i.e. surface manage-  
 ment of mining claims)

**OFFICE OF PIPELINE  
 MONITORING**  
 1-Chief  
 1-Secretary  
 1-Engineer  
 1-Realty Officer  
 1 Envir. Prot. Spec.  
 1-Biologist  
 (6)

**FUNCTIONS:**  
 Pipeline Monitoring  
 (TAPS)  
 Oversight/Tech. Review  
 for Other Proposed  
 Trans Alaska Pipeline  
 Systems

DIVISION OF MINERALS  
BRANCH OF RESOURCE EVALUATION AND MINERAL ASSESSMENT

BRANCH OF RESOURCE EVAL.  
AND MINERAL ASSESSMENT

1-Chief  
1-Secretary  
3-Geophysicists  
3-Geologists  
1-Phy. Science Tech.  
1-Economist  
(10)

FUNCTIONS:

Some pooling of Scarce Skills  
(i.e. for Resource Evaluation  
and Mineral Assessment)  
Oversight/Technical Review  
Patent Report Technical Review  
and Coordination of Examination  
Resource Evaluation and Mineral  
Assessments for BLM and Other  
Agencies

I. MAJOR ISSUES AND CONCERNS:

- Need to increase capability to complete mineral assessment for salable, locatable, and leasable (other than oil and gas) minerals.
- Need to maintain "critical mass" (cadre) of expertise in evaluations/assessment.
- Concern for providing mineral evaluation and assessment for multiple use decisions in BLM, and very importantly for other Federal agencies within and outside the DOI.
- Concern that the recent drop in oil and gas prices have temporarily reduced interest in leasing, exploration, and development.
- Concern that economics are an important part of an oil and gas evaluation, but possibility that there could be a conflict of interest with an economist and geophysicist working side by side.
- Need to share technical personnel between this Branch, Program Staff and Branch of Operations for efficient/effective use of expertise.
- Concern for backlog of and consistency for mineral patent adjudication and field examination and report units.
- Need geologists in field offices for effective multiple use management.
- Concern for lack of year-round workload and efficient use of geologists without mineral patent examination at field level.

II. ALTERNATIVES CONSIDERED:

- A. Recommended
- B. Existing Organization
- C. Central Office Model (Blue Book).
- D. Other staff/function mixes with patent examination centralized and/or separation into solid and fluid branches.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D
Reduce Tiering	+	-	+	0
Management Accountability	0	-	0	+
Span of Control	+	+	0	0
Public Service	0	0	0	0
Career Paths	0	0	0	+
Resources to Geographic Areas	0	0	0	-
Efficient Use of Personnel/Funds	+	0	+	-

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A is recommended because a cadre of expertise in Evaluations/Assessments is maintained from which expansion could occur if needed in the future. Geologists are maintained in field offices to provide minerals expertise into field decisions. Mining claim adjudication is completed in the Central Office. The Central Office provides oversight and technical review of mineral patent examination and report preparation. This helps remove the backlog and maintain consistency. The recommended Alternative (A) focuses the need to expand functionally toward hardrock mineral assessments to provide for present and future BLM and other agency needs. The economist is on this staff to provide the appropriate/effective skills pool with which to accomplish evaluations/assessments.

Both alternatives A and C have a Branch of Resource Evaluations and Mineral Assessment with the economist.

Although centralization of mineral patent examination in Alternative D focuses management accountability, it becomes difficult to maintain geologist expertise in field offices. The geologists presence in field offices promotes multiple use consideration by field managers. Efficient use of personnel is not likely in this alternative. Specialists can be best utilized across fluid and solid mineral programs which does not allow for a clean split of these into branches. However, mixing of skills used in both evaluations and lease operations does have merit as suggested in this alternative.

The existing organization (Alternative B) maintains Evaluations and Lease Operation in the ADO. Centralization of these skills for BLM statewide and other agency needs seems to have unanimous agreement.

The evaluation staff (Geologist and Geophysical) have been reduced slightly in the recommended Alternative. Two positions have been shifted to the Program Staff to help focus policy formulation.

#### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF MINERALS  
BRANCH OF MINERAL ADJUDICATION

BRANCH OF MINERAL  
ADJUDICATION

1-Chief  
1-Secretary  
2-Lead LLEs  
2-Clerks  
5-LLEs  
4-MDEs/LLAs  
(15)

FUNCTIONS:

Oil and Gas Leasing  
Adjudication  
Mining Claim Adjudication

I. MAJOR ISSUES AND CONCERNS:

- Concern that oil and gas leasing interest has decreased substantially requiring less staff.
- Similarly the backlog of mining claims (adjudication) should be reduced significantly in the next 1 or 2 years, and mining claim recordation decision workloads can be reduced through "canned decisions" in the Public Room before elevation to the Branch of Mineral Adjudication.
- Need to consider Miscellaneous Document Examiners (MDEs)/Land Law Assistants (LLAs) that might be used efficiently in place of Land Law Examiners (LLEs) to clean up simple adjudication matters and establish new career paths.
- Lack of mineral adjudication focus and consistency at field offices.

II. ALTERNATIVES CONSIDERED:

- A. Recommended.
- B. Existing Organization.
- C. Central Office Model (Blue Book).

III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	0	0	0
Management Accountability	+	0	0
Span of Control	0	0	0
Public Service	+	0	0
Career Paths	+	0	0
Resources to Geographic Areas	0	+	+
Efficient Use of Personnel/Funds	+	0	+



#### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

We recommend Alternative A which is similar to the existing organization. There is reduced staffing (15 positions) because mining claim adjudication backlog will be eliminated within two years. We recommend supervisory LLEs act as leads instead of supervisors, and we recommend that four positions be considered as MDEs/LLAs, thus providing career ladders for non LLEs and completing less complex workloads more efficiently. The mining claims adjudication workload from the Districts would also be consolidated/centralized in this branch to increase career paths and to provide a focus and consistency necessary to remove the backlog.

Responding to reduced workload, the existing organization (Alternative B) is presently going through a reduction in staff from a level of 22. This Branch has been efficient in the past in dealing with competitive and noncompetitive leasing/mineral adjudication.

The Central Office Model (Alternative C) recently had a staff reduced to 17 with the same functions as in Alternative B.

#### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF MINERALS  
BRANCH OF OPERATIONS

BRANCH OF OPERATIONS

1-Chief  
1-Secretary  
1-Envir. Scientist  
1-Petroleum Engineer  
1-Petrol. Eng. Tech.  
1-Petroleum Geologist  
1-Application Exam.  
(7)

FUNCTIONS:

Oil and Gas Lease Operations  
Inspection and Enforcement  
Oversight/Tech. Review  
(i.e. surface management of  
mining claims)

I. MAJOR ISSUES AND CONCERNS:

- Concern that functions performed are very operational (i.e. lease operations and inspection and enforcement of oil and gas activities on the Kenai Peninsula) which are usually placed in field offices for greatest effectiveness.
- Need to centralize (i.e. SO) this staff, if we can only afford one statewide.
- Need to share skills within Branches of Operations, Resource Evaluation and Mineral Assessment, and possibly Program Staff, for efficiency/effectiveness.
- Need to maintain minimum cadre for inspection and enforcement from which expansion could occur.
- Need to expand responsibilities for inspection and enforcement function other than oil and gas (e.g. surface management of mining claims).
- Concern for maintenance of this Branch's functions for both BLM and other Federal Agency's lands.

II. ALTERNATIVES CONSIDERED:

- A. Recommended.
- B. Existing Organization.
- C. Central Office Model (Blue Book).
- D. Other staff/function mixes (i.e. 3 sections - Lease Operations, Evaluations and Pipeline) centralized in a Branch of Fluids.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D
Reduce Tiering	+	-	+	0
Management Accountability	+	-	+	+
Span of Control	0	0	0	0
Public Service	0	0	0	0
Career Paths	0	0	0	0
Resources to Geographic Areas	0	+	0	0
Efficient Use of Personnel/Funds	0	-	0	0

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

We recommend Alternative A which centralizes monitoring and inspection and enforcement functions like Alternative C, but provides separate branches for operations and the pipeline staffs. Skills can still be shared between branches if all are co-located. Centralization of lease operations provides these services statewide without organizational obstacles and focuses management accountability, but does take some of the operational element out of field office purview.

The existing organization (Alternative B) has the lease operation function in the ADO. Lease operations must be able to function for statewide multiagency needs without excessive layering. Evaluations also exists in ADO providing for needed sharing of skills (i.e. Petroleum Engineer).

Alternative C combined the functions of lease operations and pipeline monitoring into a single branch. This was logical for operating, but lacked autonomy for the pipeline staff.

In Alternative D Lease Operations, Pipeline and Evaluation functions are lumped into a Branch of Fluids as 3 sections. This provides for efficient sharing of professional skills between sections, but separates the solids functions (i.e. 3809 and mineral assessments statewide) which can utilize these staffs. In view of long term projections for oil prices, it is most efficient to utilize these staffs across programs.

### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF MINERALS  
OFFICE OF PIPELINE MONITORING

OFFICE OF PIPELINE MONITORING 1-Chief 1-Secretary 1-Engineer 1-Realty Officer 1-Envir. Prot. Spec. 1-Biologist (6)
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FUNCTIONS:  
Pipeline Monitoring (TAPS)  
Oversight/Technical Review  
for Other Proposed Trans  
Alaska Pipeline Systems

I. MAJOR ISSUES AND CONCERNS:

- Concern that since the pipeline monitoring staff is almost totally reimbursably funded by Alyeska it should be autonomous from field offices or other central office branches.
- Concern that staff may be reduced if Alyeska deems necessary.
- Need to locate staff in same city as the Alyeska Pipeline Office.
- Concern that staff spends as much or more time in the field along the TAPS than do field office personnel.
- Need to coordinate Pipeline Monitoring with other land management functions (i.e. mineral material and waste disposal sites) in field offices.
- Need to minimize levels between SD and this Office Chief as SD is the TAPS Authorized Officer (AO).
- Concern that this staff is now at minimum level to accomplish the monitoring function.
- Concern that TAPS corridor management should, if possible, be consolidated into one field office rather than being split between 2 or more.

II. ALTERNATIVES CONSIDERED:

1. Recommended Alternative.
2. Existing Organization.
3. Central Office Model (Blue Book). An option within this model proposed the Office of Pipeline Monitoring be placed in the field office responsible for the TAPS corridor.
4. Other staff function mixes (i.e. 3 sections - Lease Operations, Evaluations, and Pipeline) centralized in a Branch of Fluids.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D
Reduce Tiering	0	0	-	-
Management Accountability	0	0	-	-
Span of Control	0	0	0	0
Public Service	0	0	0	0
Career Paths	0	0	0	0
Resources to Geographic Areas	0	0	0/+	0
Efficient Use of Personnel/Funds	0	0	0	0

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

We recommend Alternative A because of need for autonomy, lack of layering between SD as AO, reimbursable Alyeska funding, potential for eventual sunset of this office, and need for presence in Anchorage near Alyeska office overshadow the desire to put such an operational/monitoring unit in a field office managing lands in proximity to the Pipeline. This recommended alternative is the status quo within our existing organization. However, coordination between this pipeline office and field offices should be improved and focus improved with the consolidation of the TAPS corridor (PLO lands) into the Upper Yukon management unit.

The primary option in Alternative C combined lease operations/inspection-enforcement and Pipeline Monitoring into a single branch thus further removing the Pipeline Chief from the SD as AO. The second option was to put Pipeline Monitoring in the appropriate field office to promote efficient field operations. This not only removed the staff from the SD as the Authorized Officer but also physically removed the staff (Fairbanks) from Alyeska (Anchorage).

Like Alternative C, Alternative D ignores the need for autonomy and the layering between the SD as the Authorized Officer (AO) and the Chief of Pipeline Monitoring.

### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

DIVISION OF MINERALS  
PROGRAM STAFF

DIVISION OF MINERALS  
1-Deputy State Director  
1-Secretary  
(2)

FUNCTIONS:  
Focal Point for Minerals  
Budget, Policy, and  
Program Development  
Priority Setting

PROGRAM STAFF  
1-Geologist  
1-Petrol. Eng.  
(2)

FUNCTIONS:  
Policy Analysis and  
Program Development  
with Assistance from  
4 Branches  
Oversight/Tech. Review

I. MAJOR ISSUES AND CONCERNS:

- Concern over the Division of Minerals in the arena of operations (i.e. Evaluations, Adjudication, Lease Operations, and Pipeline Monitoring).
- Need more coordinated policy/program development some of which can come out of the Branches.
- Concern for visibility of minerals programs at the Division level BLM wide.
- Concern that workload shifts and thus budget shifts within oil and gas, mining law administration, and other mineral programs will continue to plague the mineral organization in the future.

II. ALTERNATIVES CONSIDERED:

- A. Recommended.
- B. Existing Organization.
- C. Central Office Model (Blue Book).
- D. Other staff/function mixes (i.e. with no Program Staff and few branches).

### III. EVALUATION AGAINST CRITERIA:

	A	B	C	D
Reduce Tiering	+	-	0	+
Management Accountability	+	-	+	+
Span of Control	+	0	0	0
Public Service	+	-	0	+
Career Paths	0	0	0	0
Resources to Geographic Areas	0	0	0	0
Efficient Use of Personnel/Funds	0	0	0	0

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

We recommend Alternative A because the Program Staff can help focus budget, policy, coordination, and oversight as well as utilize the other branches for policy analysis/development (especially for operational considerations). The DSD has a span of control of 7 and the program analyst's functions have been shifted to the OMPB. The program staff can be program leaders interfacing with OMPB for AWP.

In Alternative D the DSD for Minerals has no program staff to assist in policy/program development. The budget functions are within the Division rather than in OMPB. The DSD has a span of control of 5 or 6.

In Alternative C the functions of the budget analyst have been moved to an OMB. All policy staffing must be generated from within branches as no policy staff are attached to the DSD. The DSD has a span of control of 4.

In Alternative B the DSD uses the Branch of Solids and Fluids for policy staffing but they are also tied up in operational considerations providing little time for policy coordination of issues. Again the program analyst functions are within the branch rather than in the OMPB at the SD level. The DSD has a span of control of 5.

### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

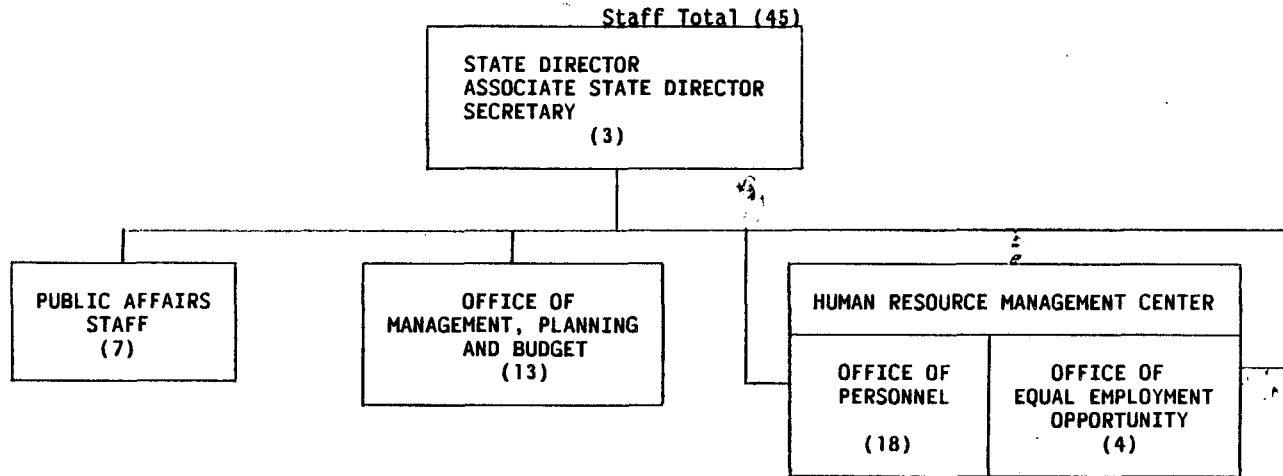
Modify: \_\_\_\_\_





**STATE DIRECTOR'S STAFF**

STATE DIRECTOR'S STAFF



## Public Affairs Staff

1 - Supv. Public Affairs  
Specialist  
1 - Secretary  
2 - Writer/Editor  
(Technical)  
1 - Layout  
1 - Illustrator  
1 - Audio Visual Specialist  
(7)

Functions:  
Political and Congressional  
Liaison  
Public Awareness Program  
Media Productions  
Early Alert  
Interoffice Newsletter  
Publish Brochures  
Write Speeches  
Statewide Issues and Field Office  
Support  
Centralize Audio Visual Support

### I. MAJOR ISSUES AND CONCERNS:

- Lack of consistency of information on statewide issues. Need for centralized audio-visual support to eliminate duplication.
- Need additional training and expertise in audio-visual services.
- Desire additional Public Affairs assistance to publicize and emphasize BLM interests, concerns and positions (internal and external).

### II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative
- B. Existing organization
- C. Centralization, Audio-visual support in Fairbanks

### III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	-	-
Management Accountability	+	-	-
Span of Control	+	0	-
Public Service	0	+	0
Career Paths	0	0	0
Resources to Geographic Areas	-	+	0
Efficient Use of Personnel/Funds	+	-	-

IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A is recommended because it provides more focused management accountability and statewide continuity. It will also provide a better forum for increased Public Affairs activity in statewide promotion of BLM programs (internal and external). Communication between Fairbanks Management and the Public Affairs staff should minimize potential problem of lengthened response time to local Fairbanks issues.

Alternative B fails to adequately deal with the problems of management accountability, continuity and statewide program compatibility. It may provide somewhat more responsive service to the field offices located in Fairbanks, however, the sacrifice in continuity is not dealt with.

Alternative C would provide for utilization of equipment and facilities available at Fairbanks, but would separate the operation from the Public Affairs staff and the SD. Comparable equipment is available in the Anchorage bowl.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

## OFFICE OF MANAGEMENT, PLANNING AND BUDGET

1 - Chief
1 - Secretary
1 - Business Mgmt. Asst.
1 - Management Analyst
3 - Program Analysts (Budget)
2 - Program Analysts (Planning)
1 - Environmental Protection Specialist
2 - Natural Resource Specs.
1 - Writer/Editor
(13)

### Functions:

Coordinate Budget development  
(PAWP/AWP/MYR/MBO/Prog Pkgs)  
AWP Preparation w/Field Input  
Mechanics/Tracking of AWP  
Management Eval./Analysis  
Priority Setting, Mechanics,  
Coordination  
RMP/EIS Mechanics, Coord.,  
Production (non-technical  
data) w/Field Input  
NEPA Policy/Coord./Oversight,  
Technical Review  
Intergovernmental Coord.  
ALUC Representative  
Coordination of Multi-Program  
Guidance  
Program/Budget Planning  
Interface

### I. MAJOR ISSUES/CONCERNS:

- Too much time spent at all levels of the present organization on budget related issues.
- Need to have SO coordinate budget and integrate budget, planning and priority setting.
- Need to reduce "planning" time of resource specialists.
- Too many people involved in plan production and oversight.
- Need to have people who are knowledgeable and current on WO, Department and CEQ guidance.
- Need to maintain a flow of planning expertise rather than disrupt the organization each time a plan is needed (i.e., take required staff from on-going programs and field units).

### II. ALTERNATIVES CONSIDERED:

- A. Recommended alternative
- B. Existing organization
- C. Office of Management and Budget as SD Staff with planning and Environmental Coordination as a Branch within Division of Land and Renewable Resources (see Blue Book).

### III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	-	0
Management Accountability	+	0	0
Span of Control	0	0	0
Public Service	+	0	0
Career Paths	+	0	0
Resources to Geographic Areas	0	0	0
Efficient Use of Personnel/Funds	+	0	-

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE:

Alternative A, the recommended alternative, integrates the entire management analysis package into one office. It improves upon the linkages of EIS preparation, long range planning, program/budget coordination, priority setting and evaluation. It raises long range priority issues to SD level and assists in organizing comprehensive, integrated resource project planning.

Alternative B, the existing organization, requires too much time and personnel be devoted to the planning and budget processes. It does not adequately represent all resources in planning, e.g., minerals. It separates the planning, budget and priority-setting systems.

Alternative C (Blue Book), having the planning staff within the Division of Land and Renewable Resources and separate from the Office of Management and Budget, does not go far enough in integrating the planning process into the budget process and weakens the priority setting process.

### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_

HUMAN RESOURCES MANAGEMENT CENTER

Office of Personnel

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HUMAN RESOURCES  
MANAGEMENT CENTER (22)

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Office of Equal  
Employment Opportunity

HUMAN RESOURCES MANAGEMENT CENTER

OFFICE OF  
PERSONNEL

OFFICE OF  
EQUAL EMPLOYMENT  
OPPORTUNITY

I. MAJOR ISSUES AND CONCERNS

- Need for equivalent organizational representation of all functions relating to human resource management.
- Need to meet the requirement for the Bureau policy and Code of Federal Regulations for the EEO program.
- Need to remove organizational barrier that weakens the authority and accountability of the Personnel Officer by the tiering in the present organization.
- Need to recognize that personnel management programs of veterans employment, vocational rehabilitation, handicapped employment, co-op education, and recruitment are of parallel importance to EEO programs of affirmative action, special awareness, minority business, and Alaska Native training.



HUMAN RESOURCE MANAGEMENT CENTER  
OFFICE OF PERSONNEL

- 1 - Personnel Officer
- 1 - Administrative Assistant

Employee Relations

- 1 - Supervisory Personnel Management Specialist
- 2 - Employee Relations Specialists
- 1 - Employee Relations Specialist (Special Emphasis Program)

Training and Organizational Development

- 1 - Training Instructor
- 1 - Employment Development Assistant

Personnel

- 2 - Classification Specialists
- 1 - Supervisory Staffing Specialist
- 2 - Staffing Specialists
- 2 - Staffing Assistants
- 2 - Staffing Clerks
- 1 - Safety Officer (shared with Southern Field Office and Branch of Field Surveys (18))

FUNCTIONS:

Policy formulation/priority setting  
Coordination for:  
Employee relations  
Employee and organizational development  
Special employment programs  
Benefits, awards, and PIPRs  
Staffing, classifications to include Pay/Pers.  
Recruitment and personnel/records  
Safety program  
Program implementation

I. MAJOR ISSUES AND CONCERNS

- Need for separation of personnel management function from fiscal management and facilities management responsibilities.
- Perception of the lack of representation of employees interests commensurate with representation of resource management issues in the organization.
- Need for effective employee management in transitional and reduction in force periods.
- Need to develop positive employee management programs.
- Need for elevation of awareness of employee interests.
- Concern that there is unequal representation organizationally for employee advocacy functions. EEO reports to SD whereas Employee Relations reports to Personnel Officer, to Deputy State Director for Administration, to State Director.

## II. ALTERNATIVES CONSIDERED

- A. Recommended alternative: Office of Personnel in a Human Resource Management Center consisting of Employee Relations and Personnel functions.
- B. Existing organization: Branch of Personnel under the DSD of Administration.
- C. Office of Human Resource Management at Division level with Branches consisting of Employee Relations, Personnel, and EEO with EEO Officer reporting directly to the State Director on certain EEO issues, i.e., complaints.
- D. Division of Human Resource Management with Branches of Employee Relations, Personnel, and EEO staff with the EEO Officer at head of Division.

## III. EVALUATION AGAINST CRITERIA

	A	B	C	D
Reduce Tiering	+	-	-	-
Management Accountability	+	-	0	-
Span of Control	+	-	+	+
Public Service	0	0	0	0
Career Paths	0	0	+	+
Resources to Geographic Areas	0	+	0	0
Effective use of Personnel/Funds	+	0	-	0

## IV. RATIONALE FOR RECOMMENDED ALTERNATIVE

Alternative A is the recommended alternative because it provides organizational separation between fiscal and facilities management functions and personnel functions. It raises the awareness of personnel functions on human resource management issues to a level in the organization comparable to EEO. Alternative A presents the opportunity for development of employee improvement programs, and it lays the groundwork for a positive, progressive approach to human resource management. It places the employee grievance process on the same level with the EEO complaint process. Alternative A reduces tiering and minimizes organizational obstacles between the Office of Personnel and the Office of Equal Employment Opportunity. The simplified and streamlined organizational structure facilitates effective and efficient management of the two independent but interrelated programs which are colocated.

Alternatives B, C, and D introduce additional tiering and organizational obstacles to the Human Resource Management functions. Alternatives C and D compromise either the EEO Officer or the Personnel Officer, by introducing conflict of interest.

In Alternative B, the existing organization, the Personnel Officer does not have direct access to the State Director on Personnel issues.

Alternative C lends itself to an adversarial relationship between the EEO Officer and the Personnel Officer because of confusing reporting lines.

MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_



HUMAN RESOURCE MANAGEMENT CENTER  
OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

1 - Equal Employment Manager
2 - Equal Employment Opportunity Specialists
1 - EEO Assistant

FUNCTIONS:  
Special Emphasis Programs  
Title VI Compliance  
Complaint Investigation  
Verification  
Title VII Compliance  
Complaint Investigation  
Title IX Compliance  
Minority Business  
Alaska Native Training  
Affirmative Action Program  
ADO Support  
Monitoring Special Emphasis Programs

I. MAJOR ISSUES AND CONCERNS:

- Need for closer linkage between Equal Employment Opportunity and Personnel.
- Bureau requirement for separation of EEO and Personnel functions. (W.O. Instruction Memorandum 78-118 Change 1)
- Need for autonomy of EEO to perform "watchdog" role in the organization.
- Increasing need for employee counseling with organizational change.
- Need for centralized staffing of EEO Specialists in Anchorage Bowl.
- Increasing level of Title VI responsibilities with more on-the-ground management.
- Need for more professional EEO counseling for BLM-Alaska.
- Placement of special emphasis programs in personnel for implementation with EEO as monitor may be contrary to Departmental regulations and the Equal Employment Opportunity Commission.

II. ALTERNATIVES CONSIDERED:

- A. Recommended Alternative. Office of Equal Employment Opportunity in a Human Resource Management Center with the EEO Officer reporting to the State Director.
- B. Existing Organization. Maintain EEO as discrete entity under State Director.
- C. Team Discussion Model. Combine EEO within Division of Human Resources with EEO Officer reporting to State Director as necessary.

### III. EVALUATION AGAINST CRITERIA:

	A	B	C
Reduce Tiering	+	+	-
Management Accountability	+	+	0
Span of Control	0	0	-
Public Service	0	0	0
Career Paths	+	+	0
Resources to Geographic Areas	+	+	0
Efficient Use of Personnel/Funds	0	0	-

### IV. RATIONALE FOR RECOMMENDED ALTERNATIVE

Alternative A focuses accountability for the program with the EEO Office. The EEO functions are placed in an Office of Equal Employment Opportunity in a Human Resources Center which is colocated with the Office of Personnel. An additional position is proposed to handle Title VI and Title VII counseling and complaint processing. Career paths are enhanced. Opportunities for all EEO staff are expanded by the inclusion of Title VI responsibilities in staff functions. Personnel resources are efficiently used because of geographically focused responsibilities and potential for cross-training of the EEO and personnel staffs. Alternative A meets the requirements of 29 CFR 1600.735-001 for policy and 29 CFR 1613.204(c) for program implementation.

The placement of the EEO function as a branch in a Division of Human Resource Management in Alternative C compromises the ability of the EEO Office to fulfill its mission. Policy dictates separation of EEO and Personnel functions (W.O. Instruction Memorandum No. 78-118 Change 1).

There is a clear linkage between EEO and Human Resource Management. Communication problems have existed previously, in part, because of disparate placement in the organization as in Alternative B.

The establishment of a Human Resources Division in Alternative C places these two functions on an organizational par. However, this may establish an adversarial relationship between the EEO Officer and the Personnel Officer because of confusing reporting lines. Flexibility to process complaints does not exist if there is no separation of personnel and EEO responsibilities.

### MANAGEMENT TEAM DECISION

Concur: \_\_\_\_\_

Non Concur: \_\_\_\_\_

Status Quo: \_\_\_\_\_

Modify: \_\_\_\_\_